JUNE, 1960 2s. 3d.

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Personnel Management and Methods

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Dilemma year for pensions 39

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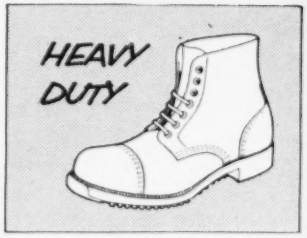
TOTECTORS



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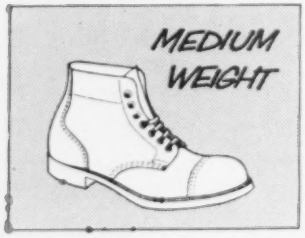

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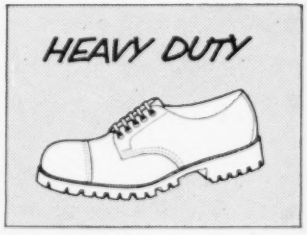

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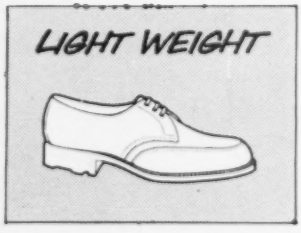

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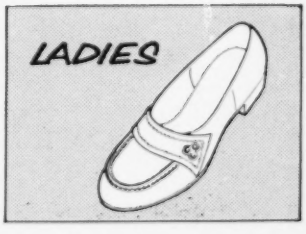

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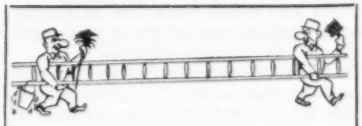

JUNE

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These cleaning services are available—

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Personnel Management and Methods

SELECTION · TRAINING · COMMUNICATION · INCENTIVES

WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

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DM 107

Help to prevent the spread of Polio

You know that doctors are inoculating children to make them immune from Poliomyelitis and it is especially desirable that this immunisation campaign should be vigorously pursued and as widely extended as possible. But common sense methods of hygiene, as a further protection against Polio, should not be ignored.

The Poliomyelitis virus is found in large numbers in the intestinal tracts of people suffering from the disease. But "*a large proportion of the virus hosts are symptomless carriers*".*

These carriers are often quite unaware of the presence of the virus and unaffected by the disease themselves; but they can unwittingly infect others who may then develop the disease. Flies and bluebottles are, of course, also distributors of Polio virus and dangerous germs in general.

You can help considerably by insisting on high standards of hygiene in your Offices and Factories. The washing of hands before meals and after going to the toilet is *most important*. And constant war should be waged on flies.

As shown by the World Health Organisation's Technical Report, oxidising agents are the most effective chemical disinfectants against the Polio virus. *Domestos is an extremely powerful oxidising agent.*

It is therefore a sensible precaution to use Domestos for cleaning and disinfecting all surfaces in kitchens, canteens—wherever food is handled and prepared; in dustbins and waste containers; and in all lavatories and urinals.

Send for Publication No. 98 which gives detailed instructions for use.

* "Topical Aspects of Poliomyelitis" "Journal of the Royal Society of Health" Dec. 1956

Issued in the interests of Public Health by **DOMESTOS LIMITED**

Consultants in Hygiene

NEWCASTLE UPON TYNE, 6.

MANAGEMENT DIARY FOR JULY

BRITISH INSTITUTE OF MANAGEMENT

14 **London.** Group relations conference: this conference will enable British management to consider the possibilities of planning activities in group relations. The day will be in the nature of an appreciation course so that the concepts of group relations will not be misunderstood. Two leading authorities will outline what is now being done

19-20 **Hull.** Report writing course: the programme will include periods dealing with style and structure of report writing; arrangement and layout of material and aspects of clear written expression

20 **London.** Practical guide for management divisions conference

27 **London.** Management ratios and inter-firm comparison seminar.

INDUSTRIAL WELFARE SOCIETY

Residential conferences

1-4 **Keble College, Oxford.** Catering managers

3-16 } **Christ's College, Cambridge.** Oversea
17-30 } executives courses.

OTMA MANAGEMENT TRAINING CONSULTANTS

Courses in London

6-8 Letter and report-writing: a basic course for managers and supervisors on clear writing, how to write concise letters, how to plan a report and write it so that all readers can easily understand the contents

11-12 Sales-letter writing: how to produce correspondence that gets the right answers—letters that have good public relations value

13-15 Technical report-writing: discussion of the various problems of language, design, presentation, followed by practical exercises

18-20 Running a meeting: the duties of a chairman, when to call a meeting, how to guide the business and to sum up, and how to compile clear, concise notes, agendas and minutes

18-26 Junior management: designed for newcomers to management, whether they have been promoted from the shop-floor or have just joined the firm. Topics include the function of management, principals of organization, the dynamics of management (selection, promotion, training, communication, human relations, leadership, etc.), accountancy, and the history, organization and machinery of trade unions.

Meetings outside London

4-6 **Manchester.** Letter and report-writing

18-19 **Glasgow.** Sales-letter writing.

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One-week, full-time course

4 Financing business: examines the basic information needed to formulate financial policy, and the techniques used in financing all types of business.

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17-22 Costs, profits and the manager: includes consideration of methods of improving and controlling profits, the efficient use of capital resources and profit-measurement techniques. These topics are covered by lectures, discussions and by the active participation of students in case studies. It is suitable for all managers, and not exclusively to those with financial or accounting functions.

UNIVERSITY OF BIRMINGHAM (Institute for Engineering Production)

4-15 Operational research.

URCHFONT MANOR (Devizes, Wilts.)

23-29 Work, leisure and ideas: for apprentices and other young people between 18 and 25 years of age. There will be lectures and discussions on the future of Britain's industry, scientific developments, books, plays, music and on personal development. Small-group discussion is a basic feature of this course

30-Aug. 5 Psychology and your life: this is a 'Family Course', i.e., members may take children between the ages of 7 and 13. It is an attempt to assess the value of psychology to the life of the ordinary man or woman. It seeks to answer the question: can this young science help in human relations—in the family, at work, in national and international affairs?

A CHANCE FOR YOU

So you would like to make a million for your firm! If you are a safety officer, you might achieve just this (see p. 41). But are you too far down the distribution list for PERSONNEL MANAGEMENT AND METHODS within your organization?

If so, order a personal copy from your own newsagent for only 2s. 3d. a month.

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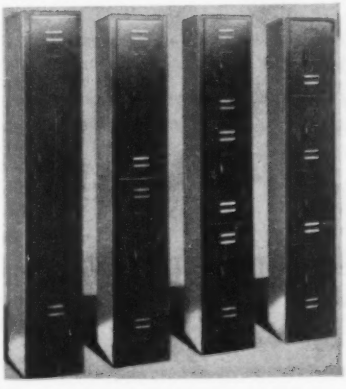

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PERSONNEL APPOINTMENTS

TEXAS INSTRUMENTS

LADY PERSONNEL ASSISTANT

Texas Instruments Limited is a rapidly expanding company in the field of semi-conductor manufacture which will shortly include in its staff a four figure total of female employees.

A vacancy will arise on or before July for a Lady Personnel Assistant. Her duties will include the recruitment, induction and welfare of female employees as well as assisting the Personnel Manager in the full range of his responsibilities.

Candidates should be in the age group 25 to 40, have completed a recognised Personnel Management course or obtained a Social Service qualification or be similiarly equipped by way of practical experience, which should include at least two years in a personnel department

The attention of applicants is called to the article on this company in the July 1959 issue of the journal.

Applicants should write giving a brief account of qualifications and experience to date, all of which will be treated in strict confidence, and quote Ref. 95/C36 to :

The Personnel Manager
TEXAS INSTRUMENTS LIMITED
Dallas Road, Bedford

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required for industrial factory in Southern England, having 1,000 employees, including shift workers. Applications, giving details of age, qualifications, experience and present salary to Box No. P.A.57.

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A vacancy exists for a young recently qualified

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Salary range £695 to £885 p.a.

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PERSONNEL DEPARTMENT
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The design and effectiveness of management and sales staff training programmes will demand follow-up work involving visits to branches, for which a car will be provided.

Applications for this senior appointment are invited from men or women from 30 to 35 years of age and of high educational standard, with relevant experience in the retail trade.

Write to the Personnel Manager,
Dorothy Perkins Limited,
17, Newman Street, London W.1.

News and Comment

HOW MUCH TIME is going to be wasted if the Jenkins Committee heeds the TUC's advocacy of providing employees' representatives as well as shareholders with the proposals contained in 'take-over' bids? Admittedly, employees should have their interests protected during and after such transactions, and these are best served if their unions have some knowledge of the 'new' bosses' attitude towards employees. But is there an assurance that employees will refrain from dabbling in the financial aspects of the transaction?

IF YOU WANT to be sure of selecting the right man for the job, look straight into his eyes—say nothing. What will this prove? According to an article in the *Family Doctor*, people with blue eyes are almost certainly clear-thinking extroverts; those with brown eyes are more likely to be swayed by their emotions. To test the validity of these observations, personnel managers might carry out their own researches, on the lines of those which led Dr. N. P. R. Clyde to state that "most of the leaders of our nation . . . are blue-eyed". Readers might also learn something about themselves, and plan their careers accordingly.

LABOUR MOBILITY will be restricted unless the insurance companies provide transferable pension schemes. Predicting an even greater participation in pensions by the Government, the President of the Guild of Insurance Officials told the Guild's annual conference that insurance employers would, therefore, have to comply with the Government's principle of transferability, unless they were to continue in their "usual part of latter-day Canutes".

HOPE SPRINGS ETERNAL for Sir W. Robson Brown, M.P. In a letter to the Press he has recently resurrected his Workers' Charter which, he maintains, would, by its adoption, reduce management-labour friction. "I look forward to the early day when management and labour will cease to be divided and all will be looked upon and act as industrialists alike, whether in the front office or on the shop floor". A charming thought! And who will make the tea?

DESPITE THE COMMONPLACE that school-leavers are the backbone of tomorrow's industrial and commercial enterprises, it is only recently that concrete plans have become popular to give them any concise knowledge on what to expect when they graduate to employeehood. Coventry's secondary school children can expect to be

'HARCO' at ILFORD

To safeguard the high quality of their photographic products, Ilford Limited take every precaution to exclude dust from manufacturing departments. Employees change into nylon overalls, leaving their outer garments in

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These are of open wire mesh on stout steel frames, providing security for personal property whilst allowing filtered air to circulate freely through the clothes. Also available in sheet steel, 'Harco' Lockers are a valuable amenity and encourage tidiness. Made in various sizes; easy to install; strong and durable. Please ask for List No. PMT 1009.

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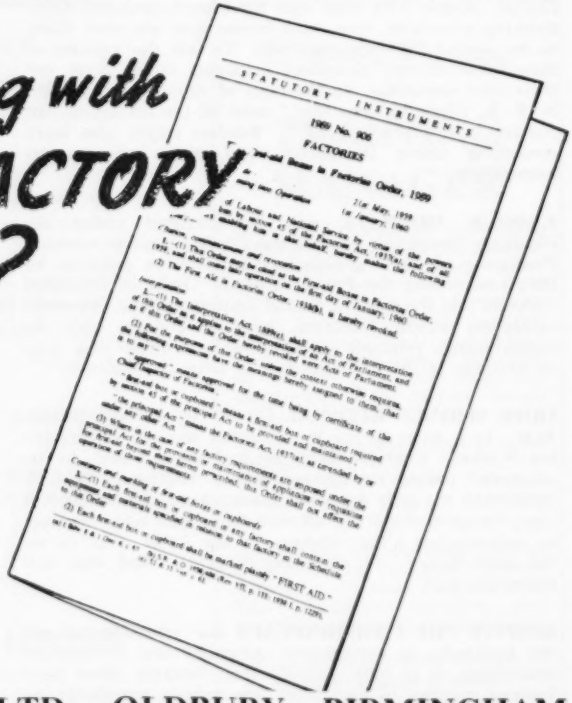
STATUTORY INSTRUMENTS

1960 No. 806

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Revised regulations regarding First Aid in Factories became effective from 1st January, 1960.

As the Pioneers of Industrial First Aid, we offer approved complete First Aid Outfits to meet the requirements of all trades.

Please state number of employees and nature of business when ordering.

Full details are available to responsible officials applying on their company's letterhead, mentioning this "Personnel Management" announcement.

CUXSON, GERRARD & CO. LTD., OLDBURY, BIRMINGHAM
TELEPHONE: BROADWELL 1355 (5 LINES)

News and Comment CONTINUED

among the privileged first to receive such instruction, since their teachers have just completed a course of lectures on industrial life. The venture—a joint effort by the Local Education Committee and Productivity Association—comprised talks by industrialists and trade union officials on topics such as factory organization, profits and dividends, trade union functions and administration.

A CHANCE WAS MISSED when a hospital matron recently warned a London conference that the introduction of work study methods depends largely on the fostering of "the best human relationships . . .". Miss Burns of St. Helen Hospital, Barnsley, whilst reminding delegates of the potential dangers, omitted to refer to the obvious solution—a personnel manager. And this one invaluable asset was again missing from the host of developments that were predicted for the hospital of the future in a paper given to the National Conference of the Chartered Institute of Secretaries by Mr. W. E. Hall, from the King Edward's Hospital Fund for London.

PSYCHOLOGICAL SICKNESS is often caused by a fundamental lack of job-satisfaction. Twenty-five per cent of Britain's lost manhours are attributable to this: so Mr. D. L. Nicholson recently told a London conference. Better selection, communication and motivation techniques appear to be the prevention. The cure is often a most unhappy kind of 'hospitalization'.

"ON BEHALF OF THE COMPANY I should, therefore, like to thank all who work for it . . .". That is frequently a lone sentence, a formal gesture, you will find standing as a hasty afterthought at the foot of many company reports. In the case of Reckitt & Colman Holdings Ltd., it is an infinitesimal part of the Chairman's Statement—but the conclusion to a section devoted to human relations which takes up a good 10 per cent of the entire statement. Chairman Upton obviously thinks a lot of human relations: perhaps too much, in view of this curious remark: "In some circles such things (sports and welfare facilities) are referred to cynically as 'fringe benefits' . . .".

WHAT PLEASURES does an annual report on accident-prevention hold for you? Do you like league tables, page after page of statistics, or that one figure which tells you that your accident rate is at a steady 'low'? All these can be found in the 1959 report of the Blue Circle Group of Cement Companies. But what is surely encouraging above all else in this '0.82 rate-happy' publication is this simple statement in its preamble: "It is generally accepted that accident-prevention does not rest entirely upon involved theory or technical skill, but on the safety-mindedness of Management and Men". How generous but how inaccurate, as many firms do not in fact accept this praiseworthy precept.

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Dept. PM/2.

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1001 is industry's ideal cleaner — versatile, efficient and economical.

For 1001 jobs in industry

Personnel Management

IN PRACTICE

WHEN the time comes to plan the next annual meeting for your works council or for your country-wide representative force, you might consider this year's jaunt of self-examination organized by **Associated Industrial Consultants Ltd.** Instead of the annual business conference at a hotel in some pleasure resort, this firm held its meetings on board the British Railways channel steamer *Falaise*, while cruising between Southampton and Rouen.

This 3,710-ton steamer has been chartered for the conference and a director of the Company, Mr. S. Erskine-Murray, says that the cost is no greater than for taking over a hotel for two days. Members of the organization from different parts of the country sailed on May 20, and when the party reached Rouen, they were joined by their European consultancy staff.

★

WE have commented before on the flood of sentiment loosed on long-service employees and on how companies vie with each other in calculating hundreds and thousands of years of faithful service by those who stayed to deserve a watch, a clock or a fiver. But in most cases, after retirement, the sole link between these stalwarts and their employers is either the house journal or a pension.

Two years ago, in his annual report, **Mr. B. C. Westall,** of the **De La Rue Company,** said that "Admirable though it is, the National Health Service cannot provide against loneliness, and we in De La Rue owe a great debt to those old friends of ours who have served us so long. We are therefore intending to set up a residential club in the country for such people".

This club is now built. In fact, parts of the main club-house date from 1607, and an annexe, containing 14 linked but self-contained 'bungalettes' are set round a forecourt with its own fountain. Each 'bungalette' has a bed-sittingroom, a kitchenette and a bathroom. The house and annexe have a total accommodation for over 20 residents and there is reserved accommodation for guests. Two and a half acres of gardens embrace an orchard and a putting green.

Residents of this Westall Club are selected from long-service people who are single or widowed. Many extra amenities have been provided by organizations within or connected with the De La Rue group; for example, television sets, a piano and garden chairs were gifts made by sports and social clubs in the Group. Incidentally, the Delarunian long-service club is rather exclusive: membership is only allowed to those with 45 years' continuous service. Of its 63 members, it is surprising that eleven are still working.

Situated at **Horsted Keynes** in Sussex, the Westall Club was officially opened by Lady Dorothy Macmillan two weeks ago.

★

SOME people call it scrounging. Some people even condone it, regarding the scrounger as a slightly clever fellow to be able to get away with it. Some people say the Company can afford it which (*a*) they can't possibly know and (*b*) helps kid themselves that scrounging is justified. Other people—the majority, surely—spell it as a word of eight letters: THIEVING.

This is how **Murphy Radio Ltd.** addressed its employees a month ago, trying to get to grips with a moral issue. On their notice-boards, exhorting everyone not to ignore the petty thief, director **Alan Power** put forward a practical plan that relies on employee co-operation in a strange way. He declared that the pilferer "must be reported without hesitation and dealt with severely just as one would deal with a malignant growth".

Welfare is not a badge on a coat—it is a roof over one's head for De La Rue pensioners

Every thirst another

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ROUND THE CLOCK WITH THE NEW GLOSTER VENDER

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IN PRACTICE

Strong words and a strong plan to go with them!

If within a period of three months or less the total value of material lost on account of the 'disappearance' of valves and other components is no more than £100, the Company will donate £100 to the Guide Dogs for the Blind Association. For every pound that this figure is exceeded through theft, a pound will be deducted from the Company's donation. By the same token, for every pound reduction below £100 in the lost material value, a pound will be added to the Company's donation.

Call it moral blackmail if you like, or just a shrewd incentive to personal responsibility, but it must have been aggravated by a serious situation.

★

SINCE it came to this country in 1910, the **Spirella Company** has pioneered many welfare schemes. In its early days, when baths were still a luxury for some classes, the Company set up a number of bathrooms on its premises and employees were allowed time off every week to have a hot bath. Mid-morning and mid-afternoon breaks were standard practice in this Company, long before they were generally accepted throughout industry.

To commemorate the firm's Jubilee year, a new welfare facility has been added to those already established—a hairdressing salon at their main factory at **Letchworth.** Girls taking advantange of this new service will be allowed one appointment of up to one hour per month during working hours without loss of pay.

★

AN 'open letter' from **Dr. Ernest Ernest H. Capel,** chief medical officer of the company, appears in the May issue of that useful publication, *Esso Employee News:* it is addressed to an Esso man about to have his first periodical medical examination.

It begins: "I am very glad to hear you have decided to take advantage of the company's scheme for periodical medical examinations—I think you are very wise. As you probably know, a great many employees have already had theirs. In fact, those over the age of forty have already had the opportunity of a second examination, and those over fifty-five have had the chance of three".

The doctor then explains that "in this periodical medical examination you are seen when you are well, so that if a condition is developing and has not yet started to cause symptoms, it will be discovered at the right time—that is, when the proper remedial steps can be taken. Remember, an enquiring mind is evidence of a healthy individual, so do not hesitate to show the doctor that you are interested in yourself. The extent to which your doctor can help you depends to a very large extent on complete trust and confidence. Give him yours—you are certain to gain from doing so".

After a brief account of the procedures of the clinical examination and the chat that follows ('Cut down fried foods? Give up smoking?'), the doctor assures the employee that their meeting will be confidential and he even regrets, through pressure of work, that a written report of his findings cannot be made available. As a final touch of sincerity and authenticity, this salutary letter is completed by a facsimile, illegible signature.

This month's cover

RELATIVELY small firms are growing more publicity—even PR—conscious. But the more sophisticated follow the example of such people as United Steel and present not only the company image but the individuals who are the company. For over five years, this group of steel companies have produced high-quality films for general distribution—to schools, women's organizations as well as to shareholders—to do a job in community relations and in publicity.

Stone into Steel is one of United Steel's 1960 films; and John Drury, apprentice welder at Appelby-Frodingham, is one of their stars—and our June cover picture. Some companies plug themselves, some push their products; but few firms elevate their employees to 'exhibition' level. Yet another aspect of this steel group is featured on page 28.

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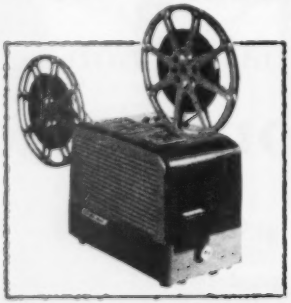

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BOOKSHELF

WORK MEASUREMENT ★ SAFETY ★ TECHNICAL EDUCATION ★ PENSIONS

Pension Schemes, by M. Pilch and V. Wood. *Hutchinson, 42s. post paid.*

WITH A FOREWORD by Lord Beveridge, this is an expert account of modern pension schemes and is surely prescribed reading for every employer (see page 39). Not narrowly focused on privately administered superannuation funds, both insured and non-insured schemes are covered.

The State pension scheme and its effect on private schemes are discussed as well as the merits of occupational schemes. This work will prove as invaluable to the employer wishing to alter an existing scheme as to the personnel manager, pension manager or company secretary starting a new scheme.

Among the chief recommendations of this book are that the new national graduated scheme should be cancelled before it comes into effect; that an employee withdrawing from a scheme should either pay tax at the standard rate on his contribution or be obliged to accept a paid-up policy or a fully-secured pension without tax liability; and that trade unions should take a more active interest in setting up occupational schemes on an industry-wide basis.

Electrical Safety, by H. W. Swann. *Macdonald, 42s. post paid.*

UNTIL RECENTLY, senior electrical inspector for the Home Office, the author has a wide experience of accidents that have occurred, and clear judgment on the precautions to be taken. Chapters on electrical accidents, physical aspects of electricity and the electricity regulations are lucid, expert and of general interest.

Britain's Scientific and Technological Manpower, by G. L. Payne. *Oxford University Press, 47s. 6d. post paid.*

THIS REVIEW of official British documents was undertaken at the request of the President's Committee on Scientists and Engineers in the belief that America's manpower needs cannot be considered in isolation, but measured against the total needs and capacities of the Western world, the uncommitted countries and the Communist bloc.

The author hopes that the mustering of these manpower and educational statistics will be specially useful to those concerned with the problems of adapting education to the demands of the age of nuclear energy and cosmic exploration. American figures are juxtaposed with misgivings but without apology—after all, " though analogy is often misleading, it is the least misleading thing we have ".

Safety on the Site, by B. A. C. Whyte. *United Trade Press, 21s. post paid.*

A MANUAL of accident prevention for all who are concerned with safe practice in the building and constructional engineering industries.

Campbell Whyte is safety (and deputy labour) officer with Woodall-Duckham Construction Co. Ltd., and he deals comprehensively with accident prevention work in building, from the general principles underlying safety at work to the Factories Acts, official forms and how to use them, safety training and accident reports and records.

Handicapped Youth, by T. Ferguson and Agnes W. Kerr. *Oxford University Press, 16s. post paid.*

A STUDY made in the early 1950's of what happened to physically handicapped children in Glasgow after they left school, produced disturbing results. Almost one in five was found to be out of work three years after leaving school, and most of the employed had only worked for two out of the three years. Seven per cent had not worked at all.

Obviously, if the handicapped child is allowed to drift even for a short time, he easily becomes discouraged and demoralized. Helping these youngsters is a clear obligation and by doing so, the long-term cost to the community is reduced.

Work Measurement in the Office, by E. V. Grillo and C. J. Berg. *McGraw Hill, 46s. 6d. post paid.*

TWO EXPERT METHODS are described which try to present a complete guide to higher clerical productivity and lower office costs through the use of work measurement.

How to pick personnel for the measurement staff, problems to expect and policies to meet them, pilot studies, organization charts, winning staff co-operation and preparing education programmes for employees—as well as six useful information-gathering techniques are given in this splendid book. A most interesting section deals with the application of work measurement to office incentive plans.

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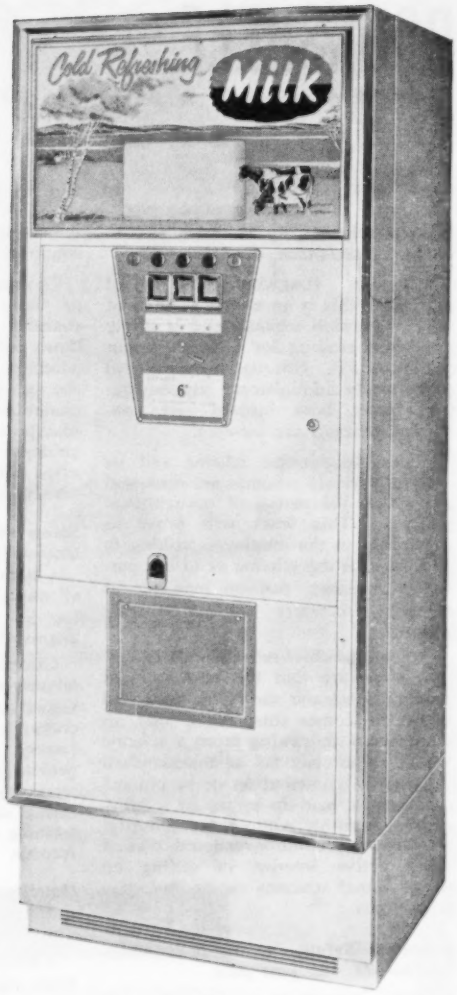

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Readers' Letters

The Mask of Acceptability

Sir,

Your Leader's reflections under the heading 'market trends for packaged personalities' were penetrating: they apply directly to a difficulty I encounter in my daily work.

The 'packaged personality' is a menace and a time-waster to the interviewer because it is a premature creation: we are confronted with the Organization Man who is acting the part, as the weakest applicants do, before he even joins the Organization. In this situation, selection is a nightmare as we are obliged to make a continuous effort to penetrate the mask of acceptability (usually based on a false view of our company) and, to be fair to the applicant, endeavour to find out if the mask is concealing something which is genuinely marketable.

This is not to say that those who put a high gloss on their qualifications and ambition give trouble. Any effort such people make to stress even the exaggerated boundaries of their capabilities, does assist in the charting of their personalities. Boasting is not best—but it might be better than servility at the interview stage.

G. B. J. HUGHES.

Kemplay Road,
London, N.W.3.

Pre-stressed Supervisors

Sir,

Talking about supervisory training, your writer reports Mr. Alan Bird (May issue) as saying: ". . . many experts in the field of human relations talk over the heads of the average supervisors, thus minimizing the results achieved by their otherwise excellent counsels." Whilst finding myself unable to disagree with this statement, I do feel that personnel managers, or preferably training officers, should direct their attention towards preparing supervisors for such courses of instruction.

The first responsibility of any company towards its supervision is to acquaint them with the basic principles of sound management, thus, as Mr. Bird says, enabling them to grow in status and in development. With many large firms, you find that an initiation course is closely followed by a more advanced period of training on a residential basis.

Naturally, one would not expect the smaller company to go to these lengths. But—and this is what I would suggest to Mr. Bird—these smaller units could then feel confident to send their supervisors to 'academic' institutions where they will not be allowed to flounder as they would have done without the initial training at the works. After all, it would surely be a difficult task to foster an academic interest in management on the part of foremen, if they are to be denied the opportunity of being subjected to such a teaching method.

J. R. BENTLEY.

Waterford Road,
Bristol.

Who blows the final whistle?

Sir,

How many of your readers were alarmed, as I was, by the implications of the statement by the chairman of the National Union of General and Municipal Workers—that there should be an investigation, by an independent body, to decide whether an employer is justified in dismissing an employee?

No doubt, employees will be thrilled at the prospect but would they be so keen, so collectively responsible, for the selection and rejection that goes on at the other end of a term of employment? For instance, are we to expect that employees will also work for the dismissal, in the interests of justice, of poor candidates who have been appointed; and does this mean that selection processes must become as rigorous as medical examinations?

C. H. MESTON.

Ruskin Avenue,
Glasgow.

The Great Abdication

Sir,

Like your correspondent, Mr. Allan of John Waddington Ltd., I too missed the BBC careers programme on personnel management to which you drew attention. But it is at this point that my similarity with him ends.

Although I acknowledge that many personnel managers "will acclaim the fact that their function is advisory, with little hint at executive authority", I strongly refute any suggestion that this is how we should all view the future of our profession.

You have undoubtedly seen that Mr. Leslie Stephens, director of the Institute of Personnel Management, has forecast (*Times Review of Industry*, May, 1960), "the next phase (of personnel management) may well be one in which general management will take over the lead . . .". If this is so—and I for one endorse it—this surely means that the time is not far off when Mr. Allan and his kind will have to assume the responsibilities they are presently trying desperately to avoid.

Those on the touchlines of "the management game' must know from their experience that however haphazard or structured a firm is, its general management has the reputation for getting things done—it thrives on action, even if that is based on democratically acquired advice. If personnel managers are keen on hastening their retreat even further into the shadows, then top management will undoubtedly show their appreciation of this timidity by relieving personnel managers of all their administrative powers, of all their career opportunities.

Of course, this has already happened in some firms. It all depends, I suppose, on whether you are happy to do all your travelling in the 'company bus', or whether you have ideas about running your own vehicle.

PETER W. DAY.

Manor Road North,
Wallington, Surrey.

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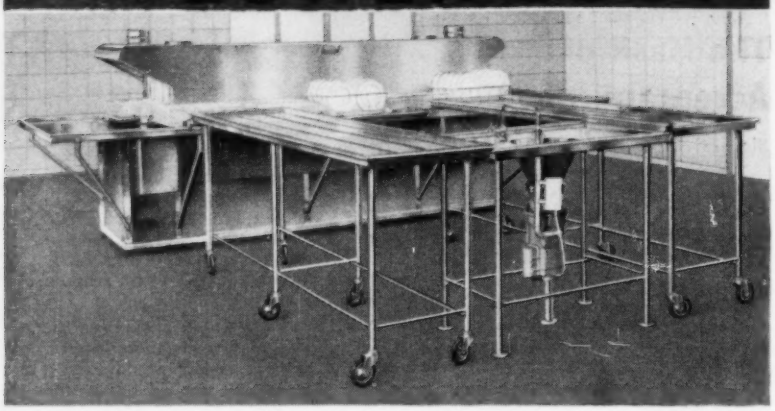

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Discussion Leader

Working flat out is not my idea

TO many who grew up and were attempting to find their first job in the 'thirties, the present industrial set-up often seems bewildering. Last week, a works manager from a large firm in the North of England expressed this bewilderment to me. He described how his firm had recruited three graduates from the University. He said: " We went on the 'milk round' and secured these three with some difficulty. One of them wrote and said he had been offered a salary of £800 p.a. by another firm, but he liked the idea of working with us; and if we would put up our offer to the same figure, he would accept our appointment. This was irritating but we agreed, and told him to start on September 17 ".

The induction of Mr. Lackadaisical

The morning arrived but no young man. He finally rolled in at tea time and I asked him where he had been. He looked surprised and a bit hurt and said: " I thought I had done well to get here by now. I had to motor from London and I've only just got fixed up with some digs. I came straight away ". The manager, a most perceptive and intelligent man, commented that he had said no more to the boy. He realized that they were separated, not only by twenty years but by a whole set of new and different values. " But ", he said to me, " I can't help feeling these boys are missing a lot in life. I can still remember the sense of achievement when I landed my first job after six months of getting on to one short list after another. There were one hundred other people after my job. My cousin had the same experience. He felt lucky to find a job at £2 10s. a week after gaining a first class degree at Cambridge. Nowadays they can just walk into jobs: it is no challenge to them at all.

" If these graduates do not get promoted in what they consider to be quick enough time, they leave and get a job somewhere else ". It is true that these young men, especially scientists, are scarce; but have they really so easy a row to hoe when they arrive in industry?

Managers who work in some sections of British industry are no longer pressed by the fear of unemployment, but they are under heavy stress from other factors such as the exigencies of technical processes; a highly competitive selling situation; or a top management which keeps up the pressure on its subordinates in a thousand subtle ways. Technology imposes different work speeds. One research worker told me he had observed that in a highly automated plant, people were only busy when things went wrong. The efficient manager there tended to be regarded, therefore, as one who normally had all the time in the world.

Is full employment making us soft, taking the shine off our performance?

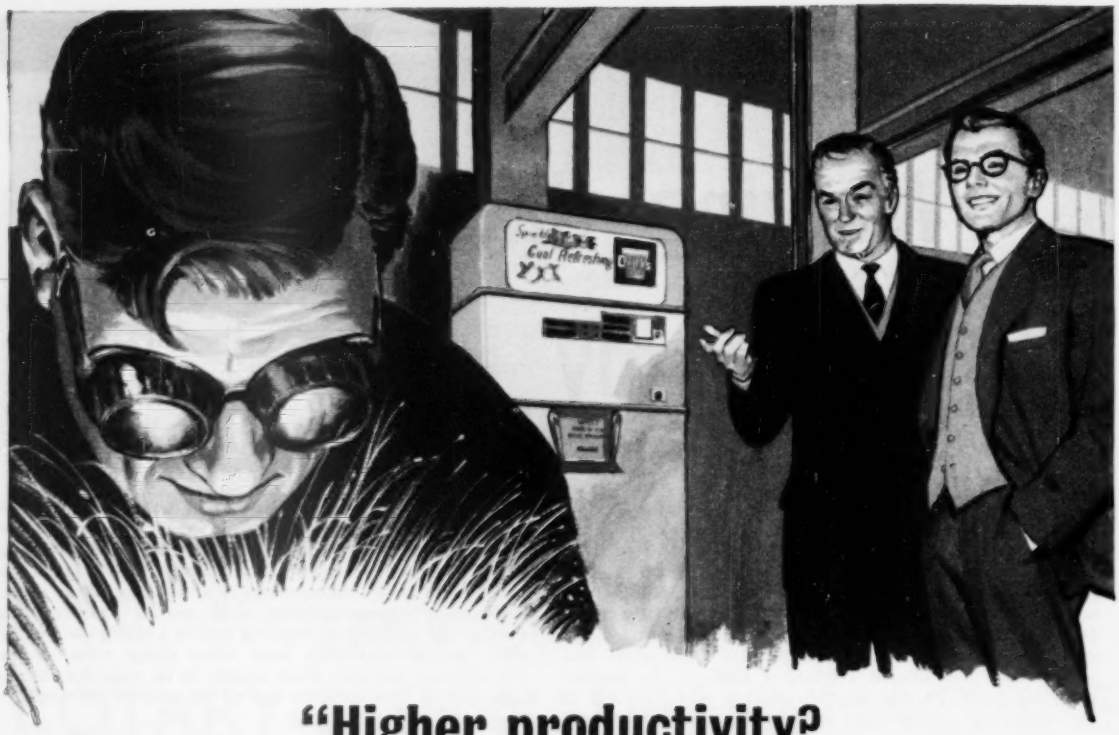
Must we contrive competitive situations if security is breeding mediocrity?

Do we need the carrot-man or the stick-man?

A guinea is paid for each letter.

In a mass production situation, however, to appear busy, hurrying from job to job, keeping production figures up is often the mark of a successful executive. In another factory, it is the custom that no one goes home before his immediate superior. In some industries, competition is forcing the production pace up and up. One firm, for example, has doubled its output of finished products per week in the last five years, with a very small increase in the labour force.

Our modern, young executive may no longer be harassed by the fear of unemployment and insecurity; but perhaps he has to endure new pressures which are part of his daily life. More fundamentally still, I am wondering about the statement by the works manager from the North. Do we need insecurity and fear and someone or something to 'keep us on our toes' before we are prepared to give of our best? Is this 'sense of achievement' he spoke to me about lost unless a situation is highly competitive? Do we need a sense of achievement gained in this way to help us to be well balanced and happy adults?



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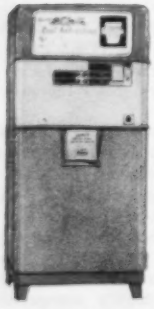
We've filled in some of those productivity troughs and even improved labour relations without spending a penny. How? Instead of knocking off for a smoke or chat in the washrooms during the day's peak fatigue periods many of the men — and women too — help themselves to a soft drink from a vending machine. The staff certainly like the idea — they can have a quick drink when they need one outside breaktime, but they're on the job all the time. These Chadburn machines are installed, serviced and the drink and dispensible cups replenished without *any* cost to us. All we do is allot a few square feet of factory floor space. No, it's not a brand new idea. Plenty of firms have them, and why not when you don't pay a sou for the machines or installation? Our production manager sold us the idea after seeing these Chadburn machines on a visit to a sub-contractor's factory.



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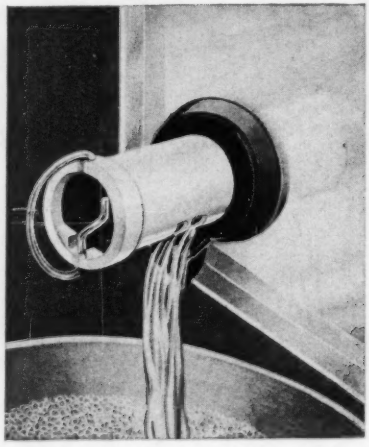

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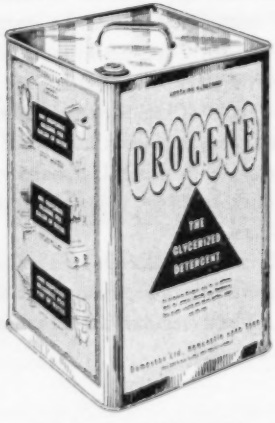

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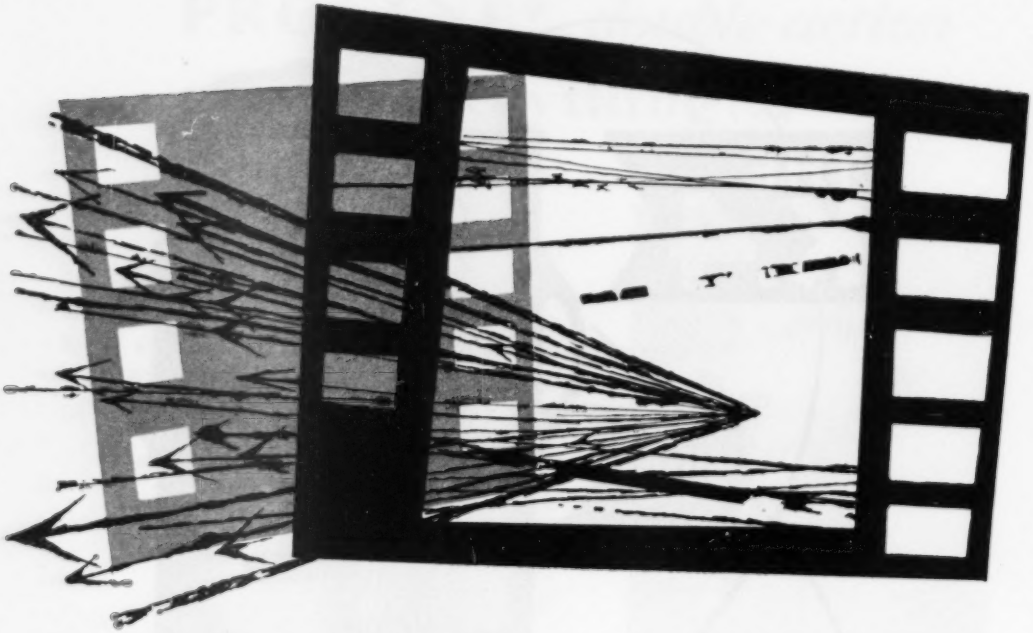

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films for industry

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Mr. L. L. R. Mott
Belling's personnel manager

The Ever Open Door

is no racket in this firm

by Mark Essendon

PROGRESS-chasing: in its literal sense this could well describe the rise of Belling & Co. Ltd., who are mass-producing something like three-and-a-half-thousand electric cookers for the domestic market every week. At their Enfield factory, they have grown from some 600 workers immediately after the War to a current payroll of 1,650. In Burnley, where they produce their well-known electric fires, they have a slightly smaller complement—1,250.

Helping them to keep up the nerve-racking pace at Enfield, they have in Mr. L. L. R. Mott, company personnel manager, an expert who has been with them for 24 years—starting as a general stores clerk, and climbing steadily before the War as a purchasing clerk, progress chaser, cost clerk and finally becoming responsible for the entire wages office. After the War, Mr. Mott took over part of the personnel function formerly the concern of the works general foreman.

For the past 12 years, the job has been Mr. Mott's, for which he now has the aid of two male assistants and five female staff, plus canteen, security and ambulance staff. He is still in charge of the wages office—controlling everything from the regulation and payment of wages and bonuses down to the actual accounting machine operations. But just as we get the idea that this personnel manager is retreating into the conventional shell of many of his counterparts, he bursts through, brandishes the organizational chart, and proclaims: "There is no real aspect of any work of manufacturing in which a personnel manager is not vitally concerned".

With his experience inside the company, he could hardly be wrong. "The personnel manager should be as esteemed as any other member of management", he insists. "Whether it be the buyer or the plant engineer the personnel manager should be his equal". What all this boils down to, according to Mr. Mott, is that, just as the materials that are bought are essential, and just as the machinery with which these materials are worked is essential, so the labour to manipulate them both

is essential. "But don't forget one vital aspect: whereas a screw remains a screw for the whole of its life, and whereas machines are equally permanent, labour is ever-changing".

Not alone

It is through his connection with this, the most flexible of manufacturing assets, that Mr. Mott has based his opinion that the personnel manager has a most complicated and therefore a most important function in any fabricating unit. "And I am not saying that because I happen to be a personnel manager; but because people always compare my job with others". In that case, does he consider that people are the exclusive preserve of the personnel manager?

Not a bit of it. Every section of management, from the chargehand upwards, must be educated in the ways of dealing with people. Look at it this way, he appealed: "If the buyer is supplied with faulty material, it is unfortunate from a business viewpoint: from the labour angle, it can be disastrous. What about the piece-rates, for a start?" It is humanity all the way. Therefore, the personnel manager, assisted to the full by his colleagues, must see to it that they avoid friction—and, if it cannot be avoided, that they are capable of dealing with it successfully.

This joint effort between personnel and other managers must work both ways. The IPM has said it; Mr. Mott has achieved it. Just a fortnight before I visited the Enfield factory, they had completed a major reorganization to their assembly lines in an attempt to streamline production. Instead of seven individual lines they now have two which are geared to switch from producing batches of one model to turning out others in the range. Mr. Mott was closely connected with this innovation. He had to be—"Because this is going to affect productivity and is therefore a basic personnel problem".

But the question surely arises: 'How much can a personnel manager reasonably be expected to know about the actual processes and work in the factory?' And, if he is to be called in on reorganization projects, how does he make himself adequately useful? Although Mr. Mott would probably decline from suggesting that every personnel manager should start his career as he himself did, he would have them all spend a good deal of time in the various shops. But not participating in the work: "The onlooker sees more of the game".

Mr. Mott is uncompromising in his attitude towards his own function as it relates to that of the managerial team. In this Company, the personnel manager is subordinate to the works director, who formulates and transmits company policy. The immediate query is then: What about the workers? How does Mr. Mott deal with them? The initial understanding one has to come to with him on this topic is that labour problems are best dealt with on a man-to-man basis. No committees—unless all else fails!

"I spend a lot of time in the factory: probably more than I ought to, if I am to get through the paperwork". Conversely, Mr. Mott actively encourages individual workpeople to call on him in his own office. ("The ever-open door racket", some might jeer. But I detected his regret when, because of our interview, he had to ask a female employee to see an assistant instead of himself.) Of course, Mr. Mott has made it clear that his foremen are encouraged by management to deal on the spot with as many minor issues as possible, before they can grow into major problems.

But no committees! "Some people make it a hobby to serve on committees; some of those are trouble-makers". The main emphasis of his argument against such formalized discussions of the kind typified by works councils is that it is not always possible to tell whether the members are truly representing the views and demands of those for whom they claim to be spokesmen.

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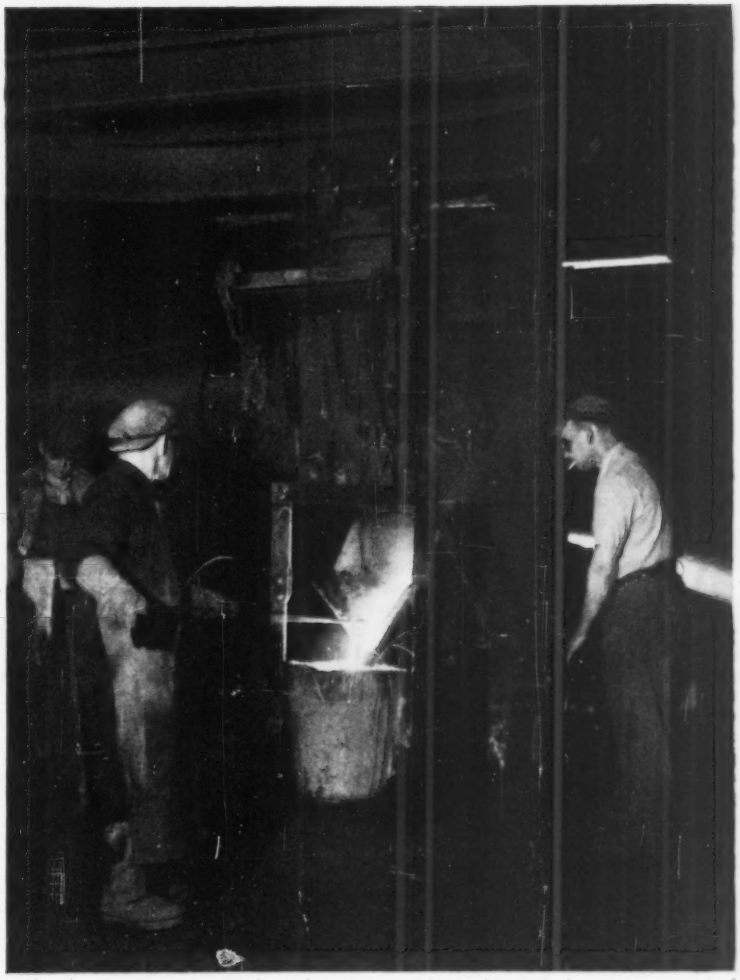

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is essential. "But don't forget one vital aspect: whereas a screw remains a screw for the whole of its life, and whereas machines are equally permanent, labour is ever-changing".

Not alone

It is through his connection with this, the most flexible of manufacturing assets, that Mr. Mott has based his opinion that the personnel manager has a most complicated and therefore a most important function in any fabricating unit. "And I am not saying that because I happen to be a personnel manager; but because people always compare my job with others". In that case, does he consider that people are the exclusive preserve of the personnel manager?

Not a bit of it. Every section of management, from the chargehand upwards, must be educated in the ways of dealing with people. Look at it this way, he appealed: "If the buyer is supplied with faulty material, it is unfortunate from a business viewpoint: from the labour angle, it can be disastrous. What about the piece-rates, for a start?" It is humanity all the way. Therefore, the personnel manager, assisted to the full by his colleagues, must see to it that they avoid friction—and, if it cannot be avoided, that they are capable of dealing with it successfully.

This joint effort between personnel and other managers must work both ways. The IPM has said it; Mr. Mott has achieved it. Just a fortnight before I visited the Enfield factory, they had completed a major reorganization to their assembly lines in an attempt to streamline production. Instead of seven individual lines they now have two which are geared to switch from producing batches of one model to turning out others in the range. Mr. Mott was closely connected with this innovation. He had to be—"Because this is going to affect productivity and is therefore a basic personnel problem".

But the question surely arises: 'How much can a personnel manager reasonably be expected to know about the actual processes and work in the factory?' And, if he is to be called in on reorganization projects, how does he make himself adequately useful? Although Mr. Mott would probably decline from suggesting that every personnel manager should start his career as he himself did, he would have them all spend a good deal of time in the various shops. But not participating in the work: "The onlooker sees more of the game".

Mr. Mott is uncompromising in his attitude towards his own function as it relates to that of the managerial team. In this Company, the personnel manager is subordinate to the works director, who formulates and transmits company policy. The immediate query is then: What about the workers? How does Mr. Mott deal with them? The initial understanding one has to come to with him on this topic is that labour problems are best dealt with on a man-to-man basis. No committees—unless all else fails!

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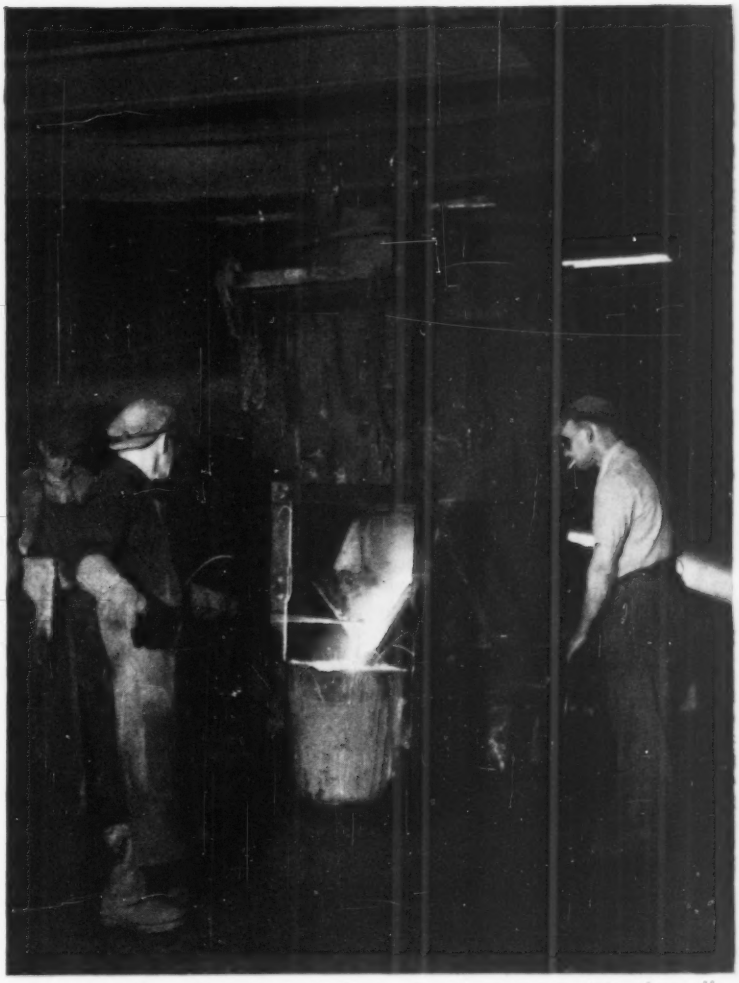

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by O. T. Curtis

Look—no hands!

AUTOMATION is a complex of factors, including transfer machinery applied to the production process, the automatic regulation of some processes, and the automatic processing of an increasing range of technical and business information with its subsequent extension to the automatic control of operations. Since some of the most famous applications of the automation principle are to be found as far afield as Ohio and Moscow, the industrial executive who wished to see things for himself would have to be a much travelled man.

Fortunately, film can 'do his travelling for him'; and there are available today many films which will give employees at all levels some idea both of the technical and social implications of this new technological revolution. Since there are many misconceptions about the meaning of automation, it might be as well to look first at the new films which survey the problem in broad terms. Undoubtedly the most detailed and informative is **This is Automation** (Central Film Library, 83 minutes)—a black and white film version of a CBS television series arranged in co-operation with McGraw Hill. In this long, three-part film, Ed Murrow surveys the history of automation.

Part One takes us from the 18th-century automatic processes (in a water mill), to the computer control of machine tools in making the wings of a jet fighter; from the milling of a Ford crankshaft to a James Watt engine in the Ford museum. Shop stewards are caught with frank camera shots in debate about the dangers of automation, and express their fear that this can cause serious unemployment. John Diebold comments on their views, and we see exciting applications of automation, including the automatic control of aircraft landing and the use of a computer for tracking aircraft.

Part Two shows some of the changes automation makes possible. It is asserted that, if America had to carry her present volume of telephone traffic using old-type manually operated exchanges, every woman would have to be a telephone operator. The production of polyethylene has been made possible only because of the exact standards of production which can be achieved by an automatically controlled oil refinery. In Part Three, a senior Ford technician is impressed with what he has seen of automation in the Soviet Union, and Walter Reuther and Professor Gordon Brown give their views on the social implications of automation.

This is an impressive account, but even if divided into three parts it may well be too long for many purposes. It is therefore worth looking at another film of the same title, **This is Automation**, a colour film lasting 30 minutes, distributed in this country by the International General Electric Co. of New York. This also begins with Oliver Evans' water mill of 1783 and, with a series of examples, emphasizes that production has passed through three main stages—manual production, mechanization (with manually operated, power-driven machines), and automatic continuous production. Getting rid of 'grind and sweat' methods has produced not only astounding machine operations (like the automatic execution of 551 drilling, boring, honing, tapping and milling operations on a Ford cylinder block), but also the exact reproduction of manual dexterity, as in the fascinating glimpse of a pretzel-tying machine in a confectionery factory. In many ways, this is a much more useful survey for the non-specialist than the previous film.

The third film which discusses some of the broader implications of automation is concerned with one plant. **Technique for Tomorrow** was made for the Ford Motor Company in America to present to their workers a case for automation, using as an example the new foundry at Ohio—remarkable for its cleanliness, tidiness and efficiency.

The U.S.A. and the Soviet Union have both pioneered automation; and those who wish to see Soviet examples should look at **The Guarantee of Progress** which gives examples of new technical development in the Soviet Union, including a short sequence in the factory on the Middle Volga which automatically produces car pistons. This same sequence is included in a Soviet travelogue, **On the banks of the Middle Volga** and, curiously, is the one used in the CBS film as the background for the appreciative comments of the Ford engineer.

British films on the subject are

almost entirely devoted to accounts of individual applications in specific industries. Notable is Ferranti's **Numerical Control,** showing the company's system for the computer control of machine tools, with examples from a variety of companies. One tends to think of automation in connection with mass-production of comparatively small commodities, and Boulton and Paul's use of transfer devices to rationalize the processing of constructional steelwork makes an impressive record **(Structural Steel at Your Fingertips).**

The steel industry's use of continuous techniques is also exemplified in two films on the continuous casting of steel —a method pioneered by the Russians and ourselves. **Continuous Casting at Barrow,** and its sequel, **Twin Strand Continuous Casting at Barrow,** show the development of a method (widely used in the sheet-glass industry with appropriate variations), whereby the molten metal is simultaneously cooled and drawn with a 'bait' between rollers. At Barrow, first experiments permitted the production of continuous lengths of metal, and the second film shows a subsequent development enabling two continuous sections of steel rail to be produced simultaneously and continuously.

The invention of 'printed circuits' has enabled continuous production methods to be developed in the electrical industry, and this forms the subject of **The First Automatic Factory** and one of the first British film records of automation.

But in view of its notable post-war expansion and its widespread adoption of new methods it is disappointing that two fascinating glimpses of the uses of automation in the automobile industry should be sponsored by two of the greatest foreign competitors in the British market.

Volkswagen's **On Modern Lines** shows the steady development of rationalization at Wolfsberg, and illustrates how processes formerly manually controlled have been replaced by automation machines—their latest development being a four-stage combined manufacture of items such as bumper assemblies and doors. Régie Renault (sponsors of several imaginative prestige and sales films) have in **A Tour of the Renault Works** not only given an excellent colour film record of the magnitude of their enterprises throughout France, but have included some fascinating glimpses of automatic processes in the production of the well-known rear-engined Dauphine.

Wherever one looks, one can see evidence of progress towards semi-automatic control of processes; towards the ultimate achievement of continuous automatic production. In coal mining, cutting and loading become combined into one continuous (but of necessity intermittent) cycle, e.g. **The Mawco Cutter Loader** and **New Ploughing Techniques**—two new National Coal Board films. Rail transport brings electronics and television to its aid (see British Transport's **Groundwork for Progress** and **Report on Modernisation).**

It is further evidence of a trend carefully studied in an American film distributed here by the Electrical Development Association—**Motors in Industry:** this shows how the simple machine may be mechanized; how machines themselves may be improved; how processes may become automatic (the continuous milling of aeroplane parts in one case reduced a 13½-hour operation to five minutes!); and the automatic process logically leads to continuous production (such as printing 45,000 copies of a four-colour magazine in one hour).

Where will it all stop? The baker was inclined to think they would never twist dough with the subtle dexterity he could provide in making a cocktail savoury, but the engineers caught up with him in the end. But how about facing up letters and sorting the twopennies from the rest? The G.P.O. can answer that, too, and in **Machines to Move the Mail,** they tell us how they are dealing with the sorting of 26 million letters a day (enough to make a mound three times the height of Everest).

"If only," sighed the executive, "something would read and write the letters, too." Well something—or more precisely, someone—often does. But automation is helping here, too; and the efficient secretary may be the more efficient for understanding, through film, some of the complexities of modern production, and appreciate a little more the steady trend towards the automatic continuous production process which characterizes our new industrial revolution.

Films referred to in the text may be obtained from the following:

BOULTON, PAUL, RIVERSIDE WORKS, NORWICH
Structural Steel at Your Fingertips . . . . . 27 min

BRITISH TRANSPORT FILMS, 25 SAVILE ROW, LONDON, W.1
Groundwork for Progress (black and white) . . . . . 30 min
Report on Modernisation (colour) . . . . . 20 min

CENTRAL FILM LIBRARY, GOVERNMENT BUILDING, BROMYARD AVENUE, LONDON, W.3
Continuous Casting at Barrow (colour) . . . . . 20 min
The First Automatic Factory (colour) . . . . . 28 min
This is Automation (black and white) . . . . . 33 min
Twin Strand Continuous Casting at Barrow (colour) . . . . . 15 min
Machines to Move the Mail (colour) . . . . . 20 min

ELECTRICAL DEVELOPMENT ASSOCIATION, 2 SAVOY HILL, LONDON, W.C.2
Motors in Industry (colour) . . . . . 20 min

FERRANTI LTD., FERRY ROAD, EDINBURGH, 5
Numerical Control (black and white) . . . . . 20 min

FORD MOTOR CO. LTD., DAGENHAM, ESSEX
Technique for Tomorrow (black and white) . . . . . 20 min

G.B. FILM LIBRARY, AINTREE ROAD, PERIVALE, GREENFORD, MIDDLESEX
A Tour of the Renault Works (colour) . . . . . 33 min

INTERNATIONAL GENERAL ELECTRIC CO. OF NEW YORK LTD., 396-398 HIGH HOLBORN, LONDON, W.C.1
This is Automation (colour) . . . . . 30 min

NATIONAL COAL BOARD, HOBART HOUSE, LONDON, S.W.1
The Mawco Cutter-Loader (black and white) . . . . . 9 min
New Ploughing Techniques (black and white) . . . . . 15 min

PLATO FILMS LTD., 18 GREEK STREET, LONDON, W.1
Along the banks of the Middle Volga (colour) . . . . . 50 min
The Guarantee of Progress (black and white) . . . . . 15 min

V.W. MOTORS LTD., 32-4 ST. JOHN'S WOOD ROAD, LONDON, N.W.8
On Modern Lines (colour) . . . . . 38 min

US* Foremen won't be changed

Residential course that succeeds thro' modest aims. Miracles are not on the syllabus

by John Samson

* The United Steel Companies Limited, Sheffield

WHAT does a yard-foreman from the Distington Engineering Company in Workington think when he leaves home for a three-week stay in Sheffield? How does he feel when his Company isolates him in a 'training' hotel, away from his family, friends and his workmates? Such a man is Joe Donnelly, and he was dead against it. He would rather have stayed home and have gone in daily to get on with his work, instead of getting mixed up with 17 other foremen from the various branches of The United Steel Companies, listening to a series of lectures on company policy, organization, personnel and problems of the industry.

As he said, it was easy for others like Bernard Fisher from Steel, Peech & Tozer who come from towns only a stone's throw from Sheffield. They could get home for weekends: it was no great dislocation for them. And anyway, he thought, they were probably more cut out for this sort of thing, coming from bigger branches of the Company. They would probably be better trained, brighter all round.

But two weeks into this foremen's development course, if you sat amongst these friendly steelmen, you would never have believed that Joe could have had any misgivings as he got ready to leave Workington, en route for the Kenwood Hotel. No more credible, perhaps, than that these were 18 foremen who, only a few years ago, would most likely have been slow to speak to their counterparts in the next section—let alone in branches miles apart from each other.

The mixture

One man who was not in the least amazed at either of these transformations is Les Jones, course organizer for United Steel. The Company Education Department which he represents aspires to bring these developments about through courses which bring together a diversity of types and thus improve relations between production and service departments: between Ralph Cutts in his Sheffield machine-shop and Dennis Hodgetts in his Rotherham traffic department. And two weeks after it had all started, these two were obviously thriving on the chance they had for listening to other people's points of view and sharing their problems. This was the predominant mood, as I experienced it during a brief stay with them.

This successful breaking down of barriers could be construed by some as a profitable exercise in personality manipulation on the part of the management. Disregarding the quip about "brain-washing" produced by Ron Judd of Appelby-Frodingham, there was a firm conviction expressed by the foremen that they would not go

back to work "changed men". What did they mean, in that case, when they made comments such as: ". . . my outlook will be broadened . . ."; or, "We need this knowledge to help us improve our relations with the men in the workshops"? In their opinion, such remarks represent an acknowledgment, not of change, but that they regard the course as fitting in with what they themselves felt they ought to get out of it.

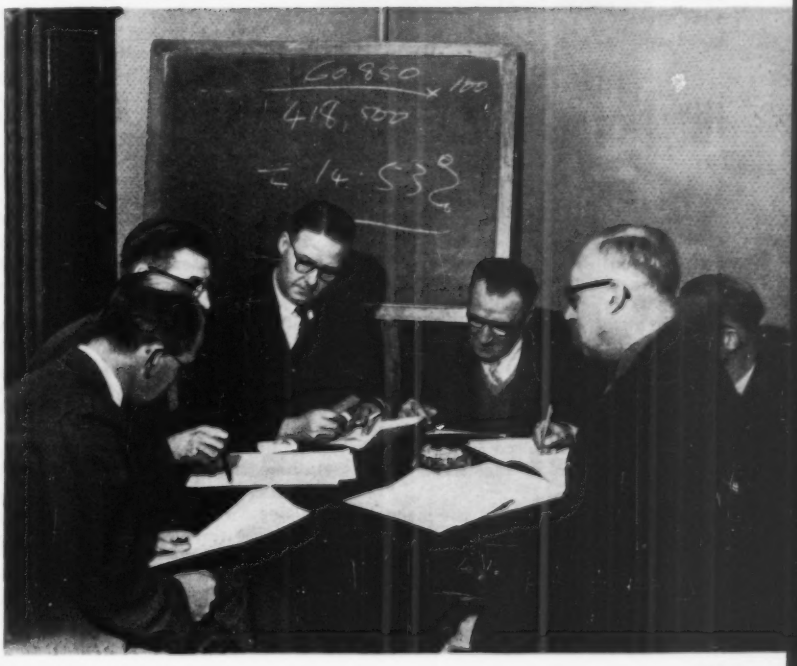
They were patently right, because there is no attempt by the United Steel management to contrive changes in the men: merely to develop them is their sole intention. There are four aims:

(1) To impart information about the Company
(2) To promote good relations between men from different occupations
(3) To stimulate interest and raise effort
(4) To show foremen that they are part of management.

Tell a United Steel foreman that he is part of management and what does he say? How does he re-act? Does he thank you? If he is like Bernard Fisher, he agrees; he remembers; and he is pleased. He explained to me how he manages the 135 workmen in his cranes section, even to the extent of occasionally disciplining the few in need of some form of correction. He recalled the days when he was a shop-steward; and he reminded me that there is a lot we can all learn from the man in the shop. But, for all that, Bernard is not sorry to leave it behind, because with foremanship there is staff status and security—just two of the benefits that many workpeople would give a lot to possess, even outside the steel industry.

With backing

His philosophy is that you can still be a leader, a counsellor and a man of ambition without flashing the whip. Get to understand the individual, he recommends, and you'll get all the co-operation you want. Others on the



The transition from crane foreman (top) to course foreman is a move further into 'the Company'

course would not agree with him: they are reluctant to abandon the strong-arm technique, because they depend on a certain belligerence for successful management.

Despite these differences of approach, there is one pre-requisite to which they attach overwhelming importance: the unqualified backing of their own departmental managers. After all, they argue, what is the good of the Company's spending all this time, money and effort on training us—especially for this three-week session at a private hotel—if we find that our own managers in the branches deny us their support? "When we take certain, necessary but unwelcome action in our dealings with the workmen, we must have management's confidence".

This is where Ron Waller—course chairman and himself a manager—came in. He had already talked to the group about the work of the departmental manager, and he had chaired the various lectures on costing, education, and had 'kept the pack at bay' when Alan Birch of USDAW had given his outline of union history, besides taking a somewhat unchairmanlike part in discussion after the talk on the United Steel education set-up. This being the fortieth course of its kind, he was the fortieth manager to be chairman. That is how United Steel make sure that their managers above supervisory level really know what the course means to its members and therefore to the Company.

His pigeon

It was not Ron Waller's first experience of this type of course. Previously, he, like many of his colleagues throughout United Steel, had dropped in as a casual observer—arriving in time for dinner and staying overnight until the following lunchtime. This is a secondary means by which the Company encourages managers to aquaint themselves with the workings and techniques of this foreman's training course. Mr. Waller observed: "If nothing else happens, these foremen will go back with greater confidence in themselves and in their abilities".

Yet, the fact remains that confidence, so carefully nurtured and so readily gained, could be just as easily destroyed within a few days of the course's finishing. Take the case of Gordon Cain who brought a marshalling problem from his scrap-yard at Workington. The matter was put to a discussion group and analysed. Ideas were exchanged, suggestions forwarded, and finally a workable solution was formulated.

Supporting policy

Agreed, the purpose of this and similar discussions is to enable foremen to see the many ways in which problems may be tackled, and to show them that their own personal view could be a narrow one. But presumably, Mr. Cain—an obviously conscientious man—would mention the outcome of the discussion to his manager on his return, even though both realized that the course was not intended to present its members with solutions to such practical problems. In this case, supposing the manager refused to accept the arguments and the reasoning; what if he considered that Gordon Cain was merely trying to throw his weight about?

A purely hypothetical situation such as this receives a positive answer from United Steel. They have done all in their power to ensure that this problem, and others like it, cannot arise. And probably the most important step was taken at the beginning of Gordon Cain's career—when he was first engaged as a foreman. The United Steel policy for supervisory training states quite categorically that training is for established foremen only—not for potential material. They select and appoint a foreman and they train him. From the day he receives notice of his appointment, he has the complete backing of management: they appointed him, and are therefore obliged to stand by their decision and their man. (I wonder if the idea of developing from a pool of potentials should not be questioned in this light, even if that is the most expedient form of ensuring that you will never be short of the right type of man). There are additional inferences to be drawn from the whole United Steel foreman recruitment policy if, as seems apparent, they have ceased to be concerned over where they will recruit their foremen. After all, they are producing rounded members of a management team—not simply filling gaps in the ranks.

Whether Gordon Cain's manager responded in the planned manner or not, there is one sure-fire certainty—he will at least have been made fully aware that Cain had been on a course. Maybe not 'a changed man': but you cannot spend 12 hours a day for three weeks on concentrated instruction and discussion without something rubbing off. Touring other branches of United Steel, admiring the craftsmanship at Rolls-Royce or Chatsworth House, reviewing Britain and World Affairs with a Sheffield don, discussing social ideals with the Rev. M. Jackson of the Sheffield Industrial Mission, or actually going through the complications of a costing precedure off your own bat—all this in the splendid isolation of a private hotel, whilst you are waited on hand and foot, can have its effects, concealed only with some difficulty.

This broadening of horizons, development of interests and initiative, are rivalled by one other asset only: the increased solidarity of the ranks of foremen. In plain terms, each member of the course in turn expressed the wish to keep company with the same 17 colleagues on the Advanced Course which they would all be offered, five years after this initial experience. I am convinced that it is only practical difficulties of phasing and individual development that will prevent the organizers from acceding to this request, with which they were so obviously gratified.

Topping up

Since we started with Joe Donnelly and his misgivings, let us permit him to round off these course-considerations, as in fact he did on the day I left. "It certainly isn't a pleasure trip, but it's worth all the grind if only to experience the good fellowship between us foremen". What do the organizers think about this assessment of their endeavours? They would probably respond in a similar manner: that they had achieved the success they required, if only so far as satisfying just one of their official objectives—"To bring together members of different occupations from the branches to widen experience *and to promote good relationships*".

Surely the other three aims (instructing in Company policy, stimulating interest whereby to encourage individual effort, and finally, showing the foreman that he is part of management)—surely these are simpler to achieve if success is found with the promotion of good relationships. After all, that is fundamental to good training.

THE FACTORY AS MARRIAGE MARKET

Girls must look their best to do their best

*SAYS JIM BRIDGES**

FILTHY, tawdry, unhygienic, dangerous—are a few of the words employed by James Laver, late keeper at the Victoria and Albert Museum, while compèring an historical, industrial fashion show of women's clothing in the National Film Theatre recently. This show was arranged to introduce a new style overall for our factory girls.

Ladies in industry, it seems, have not always been so fashion and appearance conscious as they are these days. How did this change come about? Industry itself by its effect on the economy has provided part of the answer in a higher standard of living. It is no longer necessary to wear someone else's cast-offs to go to work as our foremothers did. Though many work-places in Britain are still far from ideal or congenial, women no longer have to tolerate the degradation to the level of a beast of burden as did the women coal miners of the early 1800's. Harnessed to a coal waggon underground, by a leather belt round her middle and a chain which passed between her legs, this wretched wench dragged out a miserable existence, stripped to the waist, clad only in a rough skirt.

If she ran away from her black hell, she could be captured and returned to her employer. Nice work! A rural counterpart in the shape of a woman pig-keeper was similarly of an unbelievably sluttish mien, which our model tried womanfully to simulate by an appropriate expression.

James Laver added a picturesque footnote to the customs of the times which decreed that clothes were literally handed down from the top of society to the bottom; and it was quite a thing for a working-class woman's

Hardy Amies designed this beret and overall for the Wall's girls

* *Company Personnel Manager, T. Wall & Sons (Ice Cream) Ltd.*

The fisher girl (left), who dressed for warmth on the quay-side, was a historical example in Wall's 'Women at Work' Show

Earning three-ha'pence an hour, the lady chainmaker of 1880 cared little for dress.

finery to include as its principal piece a dress at least 30 years old. Today the plushiest best-dressed woman in the world has only about a fortnight's start on her working-class sisters when she emerges in anything new.

No self-respecting industrial employer of former times would have dreamt of providing an overall either for protection, uniformity, status or public relations, though private employers were wont to doll-up their domestic staffs in liveries and uniforms as an expression of their own high-mindedness, of course, and to prevent the general public from confusing the handsome nursemaid strolling in the park with the legitimate owner of the infant in the perambulator.

Cotton spinners, flax workers, pottery hands, fisher girls vied with each other to produce the dreariest possible rig-out, but considering the widespread poverty of the working-class, it is hardly surprising. The palm, however, goes unhesitatingly to the woman chainmaker of the 1880's whose frequent resort to gin has been recorded on many occasions. How these poor creatures withstood the rigours of the work with its appalling conditions of heat, darkness, bad ventilation and miserable wages and still raised families must remain an incredible mystery; but they did, and an important industry was built upon their shoulders.

It took the Crimean war to put women into a uniform which was clean, suitable and practical. Florence Nightingale's original ideas shine brightly through 100 years of hospital progress. Would we be surprised to see the original model marching down a hospital corridor today? I doubt if we would give her a second glance. The 1914-18 war produced the land-girls and the W.A.A.C.'s, though the smock on the former has an up-to-the-minute look in another context, and we are now so used to smart Service uniforms, air hostesses, etc., that we would be surprised to see a dowdy example.

Factory girls' clothing has advanced in step (up to a point); and before we fall into the trap of thinking that one uniform for the entire factory is the answer, let us reflect on why we put factory girls into overalls at all. The principal reasons are:

(1) Protection of ordinary clothing from soiling or damage
(2) Hygiene or prevention of contamination of food or precision products—e.g., valve assembly
(3) Protection of the individual from 'safety hazards'—moving machinery, heat, cold, dust, etc.
(4) General appearance of a factory or workroom (public relations)
(5) Status—Forewoman, Chargehand, Operator
(6) Function: differentiation of operatives from services—canteen, hygiene squad, nursing staff, etc.

Of course, these reasons have occurred to the management, but those of us who have spent some time in factory management, will know only too well that another vitally important factor from the girl's point of view has been omitted, and that is—

(7) It must look attractive and the headgear must be capable of an almost infinite variation to suit the features of the wearer.

Any sizeable factory is a marriage market, so if you want Mary to do her

With smock and breeches, the 1917 farm-girl was a pioneer of functional attire

An apron over normal dress protected the 19th century woman pig-keeper

best, she must look her best; and even after she has got her man she still wants to look attractive, and even the most jaded manager must agree that attractive women undoubtedly improve the industrial scenery. All this makes the specification for a factory overall quite an alarming proposition, and do not let us forget it has also to launder well and be adjustable for a variety of figures.

Having wrestled with this problem for some years, we decided that no one but an expert could help us, and none other than Hardy Amies was commissioned to design a garment to meet all our needs. To conform to our own factory regulations, they should have no buttons or pins to drop into the product, no loose sleeves or ties to get caught in machinery, and there must be a hat to cover the hair completely, since hygiene is one of our major considerations.

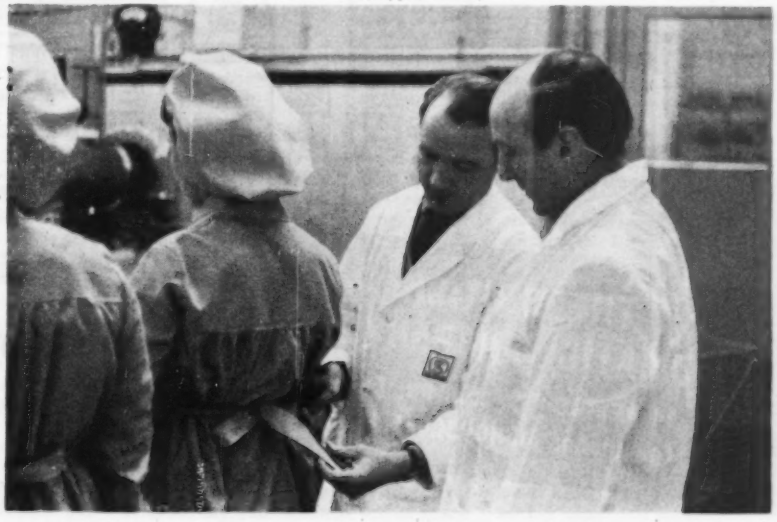
The initial designs which Hardy Amies submitted were discussed on the factory floor and suggestions from the girls who would eventually wear them were welcomed. We must record the never failing sympathy of the designer's staff and their ready co-operation in making the inevitable compromise between utility and haute couture. Hugh McNeil, one of our production supervisors, had this to say. "Nothing was too much trouble for them. You would think a firm with their name would be on their dignity designing factory stuff, but they weren't".

Margaret Harris was one of our girls whom we asked to model the intermediate prototypes. She was delighted with the deep pockets, the colour and the yoke at the back. Some of her suggestions were accepted. For instance, Margaret said—"the hat originally had elastic at the back but it didn't suit everybody. We prefer tying tapes so you can adjust it to suit your hairdo". She was thrilled to think that Royal dressmakers were actually making garments for her and her colleagues.

THE NEXT TURN IN THE ROAD

"In the first phase, up to say 1940, personnel management was struggling for recognition; the next phase, 1940-60, has been one of clarifying the concept of personnel management and establishing sensible procedures in selection, training, wage and salary administration and industrial relations. The next phase may well be one in which general management will take the lead, 'staff management' draw level with 'labour management', the industrial sociologists become respectable and respected, and industrial relations be more subject to the rule of law."

Leslie Stephens, IPM director, in *Times Review of Industry.*



Will the belt catch in machinery? Mr. H. McNeil, a Wall's supervisor, discusses haute couture with a designer on the factory floor

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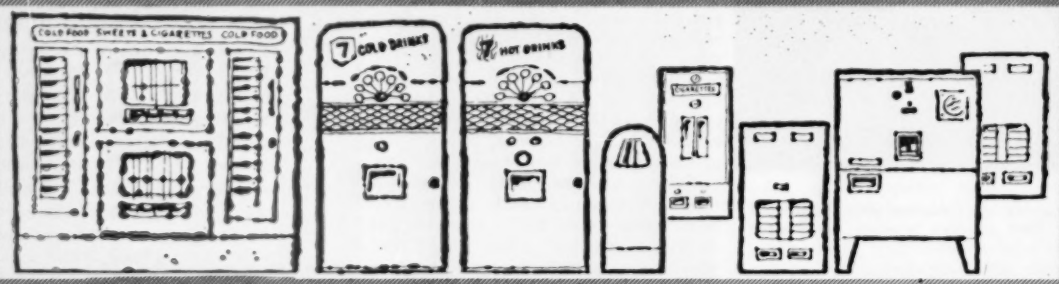

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RIGHT SIDE OF THE LAW
by COUNSEL

No safety in numbers

AN employer is under a legal duty "to take reasonable care for the safety of his workmen". This is easy enough to state; the difficulty which confronts the particular safety officer or medical officer arises in trying to satisfy himself whether the measures he considers reasonable and proper will be sufficient to protect his employers from legal liability. For example, if some safety practice or device is widely used, ought he to incorporate it in his scheme although, to the best of his judgment, it is of dubious value?

Such a situation has been neatly illustrated recently in the House of Lords (*Brown v. Rolls Royce Ltd.*). This case first arose in Scotland where the injured workman, Brown, sued his employers, Rolls Royce Ltd., in Glasgow and recovered £300 damages. Rolls Royce appealed to the Court of Session which, by a majority, reversed the judgment in the employee's favour. Brown then appealed to the House of Lords.

The Court of Session had found that Brown had been employed by Rolls Royce as a machine oiler from 1952 to 1955 and, during that time, his hands were constantly in contact with oil. This caused him to contract industrial dermatitis in 1954. The firm had supplied ample washing facilities but no barrier cream. The Court further found that there were strong differences of opinion in the medical profession as to the value of barrier cream to guard against dermatitis; that Rolls Royce relied on their medical officer for advice on the precautions to be taken against dermatitis and that, on his advice, they did not include barrier cream as one of the precautions in their system.

The doctor had exercised proper care and skill in giving his advice and was not at fault. It was also a fact that a well-known barrier cream was commonly supplied in industry to men doing Brown's work.

When the case came before the House of Lords, Brown's counsel relied heavily on the findings that barrier cream was commonly supplied to men doing such work and that the defendants had not supplied it. These findings, he declared, placed the onus on the company to prove they had not been negligent.

Own minds

Their Lordships referred to the other findings of fact by the Court of Session and remarked that they did not think it could be right to select one or two findings of fact and create an artificial division in the onus of proof. The legal burden of showing that his employers had been negligent rested on Brown. It was true that the evidence about the barrier cream did throw a provisional burden on the defendants. But the mere fact that a common practice had not been followed by the employers was not conclusive of negligence.

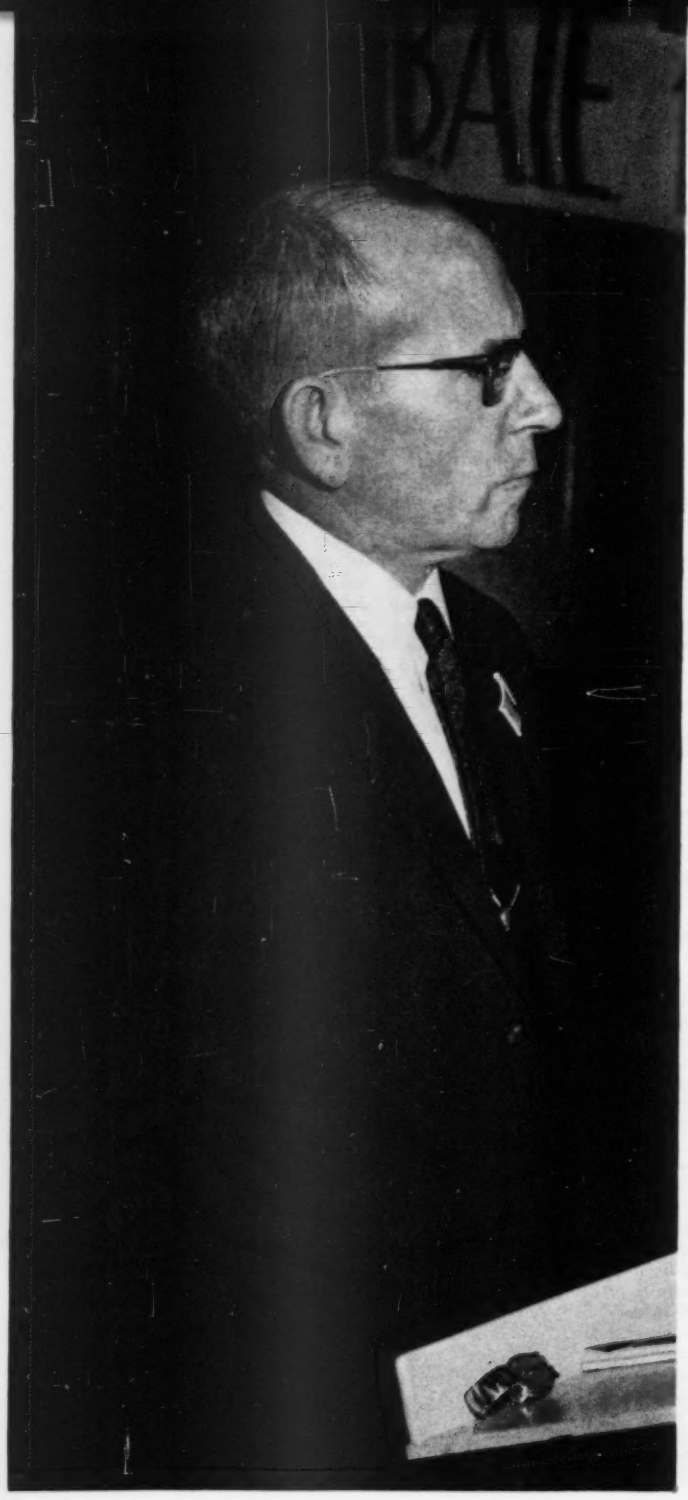
They might answer it and indeed, said their Lordships, they did answer it, by pointing out that there was no evidence as to what further precautions were taken by other employers who used barrier cream and by calling their medical adviser to show they had carried out the precautions he advised. It had been said in another case that, "if there is proof that a precaution is usually observed by other persons, a reasonable and prudent man will follow the usual practice in the like circumstances". But that was not meant as a proposition of law but simply of good sense.

The Company was not bound to prove as a reasonable certainty that, even if they had followed the common practice and supplied barrier cream, it would have done no good. They were not called upon to disprove the effectiveness of barrier cream.

But if the doctor had shown a lack of proper care, that might well have involved the Company in vicarious liability. However, the ultimate test was whether there had been a lack of reasonable care for the safety of the workman in all the circumstances of the case. In the face of the findings of the Court of Session, that Rolls Royce had relied on their doctor's advice not to use this cream and that he had exercised proper skill, it was impossible to say the defendants had not exhibited the "conduct and judgment of a reasonable and prudent man".

Their Lordships added that if they could have considered the majority judgments of the Court of Sessions in detail, further facts would have been found to support this view. For instance, before the doctor in question came on the scene (in 1940), barrier cream had been issued. Yet the number of dermatitis cases had fallen from 353 in 1941, to three or four in 1957. Their Lordships unanimously dismissed the appeal.

There is often a conflict of expert opinion as to the best safety measures to adopt. This decision is, therefore, of practical value. The Court firmly rejected the argument that because the Company had not adopted a common precaution there was, therefore, a compelling presumption that they had been negligent. The satisfactory and commonsense test applied was whether, regarding the matter as a whole, proper care had been taken; not whether the Company had merely followed the usual practices. It is as well that the idea has been dispelled that safety measures obtain some sort of legal sanction just because they are widely used.



Top

COMMUNICATION is a greater problem than race relations, in the opinion of Sir John Hunt, the 'summit man' who was an inspiring guest speaker at the 11th BAIE Convention during the week of the disastrous 'Summit' in Paris. The political meeting is assured of a prominent place in the history books; and it would be pitiful if the principal speakers at the Torquay Convention were not accorded a comparable respect by industrial historians—and, more urgently, by those who make prestige mutterings about industrial peace.

In hundreds of firms, communications are nothing like as good as they could and should be; and anyone capable of making a synthesis of the speeches of Lord Shackleton and Mr. Harry O'Gara at this same annual meeting, will know how to organize a firm's way out of the communications jungle.

Perhaps it is time that British house journals were evaluated because they stand the risk of becoming like the mule—with no pride of ancestry, no hope of posterity. Someone in a similar situation is Lord Shackleton as a life peer, but he is evidently too busy to be troubled by such a fear. As an executive and director of The John Lewis Partnership, he outlined his organization where "we must look for every channel of communication". Journalism is an integral part of management with John Lewis in that they have twenty "non-executive personnel officers" who each produce a weekly publication; and there is an executive, of equal status to Lord Shackleton, who reports on journals direct to the chairman.

But managements are curiously timid.

Harry O'Gara of Shell Oil believes in top management saying as much as they can as soon as they can

by Owen Lloyd

Brass —*Employees like hearing from them*

be added, about making externals more available internally and vice versa. But why should they? For a start, an 'external house journal' is an unacceptable expression (not coined by the noble Lord), as inaccurate as 'internal public relations' which is the phrase some individuals use in place of communication. Obviously, if an 'external' is any good, it is full of hard-selling copy which would revolt all but the most dedicated employees; and if the internal is doing its job, there is no more reason to extend its circulation than there is for cabinet ministers to publish their correspondence.

Goodbye gossip

It was exciting to be released from the notion of a house journal as the company gossip-sheet, overloaded with trivial social events, produced by a busy publicity assistant in his 'quiet' time. For this, delegates then thanked Mr. Harry O'Gara, assistant manager of the employee communications department of the Shell Oil Company, who effected the release by adding his case-study and providing more stimulation than is normally expected at such 'anniversary' meetings.

Shell Oil is clearly an admirable model for us. Their publications section is linked with their training section in the employee communications department—because they both provide knowledge and develop skills. But Mr. O'Gara explained that Shell Oil believe in having an employee communication programme with decided objectives:

(1) To inform managers and employees currently, consistently, and accurately of Shell's progress and problems

(2) To consistently recognize and enhance the personal dignity of individual employees and their work

(3) To gain employee understanding and support for Shell's position on matters which affect their interests.

When he showed that this is no grand and useless design but a workable policy, Mr. O'Gara was, to some extent, talking to the wrong people. It might appear that his words would be more appealing to potential 'communications managers' which are in such short supply in this country. But is it not true that the 'high and dryness' of many of our house journals, quite independent of any sort of communications programme, is symbolic of the general mediocrity of employee publications and their failure to communicate? Significant comparisons can be made with the 'planned direction' of the Shell Oil journals which are an integral part of an ordered, diversified system of communication.

Their monthly magazine, *Shell News*, interprets events in the life of the company and its employees with emphasis on economic and political influences having a direct bearing on them. They also have a news service for editors of their 27 local newspapers, giving spot news, features and background materials for local features. And then there are the 800 strategically placed bulletin boards for posters designed to give news and background of new products, processes and plant, employee benefits, forthcoming company advertisements, and even items to get employees to persuade neighbours and friends to buy Shell products. Finally, special booklets on the Company history, personnel policies, and 'orientation' to the company are produced when required.

Mr. O'Gara contends that as a business organization generally develops along orderly, well-defined lines, you can plan news coverage months ahead. Therefore, a sound communications programme can be based on the existing and anticipated situation in the company, the industry and in the general economy.

A recent development is the inexpensive and potent *Management Letter*, a multilithed news-sheet which can be available at two hours notice and is delivered by hand in head office, by air mail or wire to field locations. It goes to 450 managers, it is confidential as only the recipient can open it (the snob appeal gives it weight), it has a parenthetical footnote which gives an exact restriction on the circulation of its contents, it provides leads for Press releases and it is source material for local management letters. This innovation was strongly recommended by Mr. O'Gara. We might benefit too from copying the April issue of *Shell News* which is an annual report consisting of features by managers writing about their work in their own styles, with their own built-in philosophies. After all, it is better than our equivalent of reproducing the final 150 words of the report to the shareholders.

Step up

The idea of an industrial editor as someone with a leading part in a company's planned communications network is far more attractive than the common case of the house journal editor, permanently short of features, scorned by management, neglected by shop-floor readers, who is expected to produce a tame, unimaginative personality parade. Sometimes he is not even defended when the P.R.O. takes over his responsibilities in an effort to establish public relations work and make it respectable in a company. In the words of Harry O'Gara, "industrial journalism is rapidly becoming an important aid to business," and the kind of communications he is concerned with must undoubtedly be free of the image merchants.

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COPIES OF THIS BOOKLET *giving the Society's views on the problems presented to Employers by the National Insurance Act, 1959, are still available on application.*

LEGAL & GENERAL

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Pensions Dilemma

by Richard Bates

DO all your employees realize that their pension from the State—under the controversial National Insurance Act, 1959—will depend on the earning capacity and goodwill of the working population of 1980? Many valid reasons for companies to make their own pension arrangements to fit their own needs and circumstances were given at a BIM Conference in London on 24th May. This is a major issue facing every employer in this country; and a mere 43 weeks remain for them to decide.

A balanced background to the choice ahead was outlined by Mr. Arthur Seldon, economic adviser to the Institute of Economic Affairs. The Government pension scheme for 1961 has been put forward for several reasons. To begin with, the existing pension is the same for all and as our earnings differ widely, it is fair to suppose that our needs and income in retirement will be varied. Many people are not covered by any occupational pension scheme at present, and it is clearly a fringe benefit we should all enjoy. Political pressure from the Left has been another estimable force and, what seems most urgent, more revenue must be raised to finance the basic State pension.

By the start of the next financial year, we have to decide whether we are going to contract out or participate in the Government scheme: 'Pay as-you-Go', or as it has been called 'Hope-as-you-Pay'. What are the chief factors bearing on this decision?

For employers, it will be cheaper to put lower paid workers on the State scheme and to contract out for the higher paid. (The point of division occurs near the £11 a week mark). If most employees earn less than this figure, for administrative reasons it will be better for all to enter the State scheme: the opposite will apply if the majority earn more than £11. But this general rule is upset, for instance, by firms contemplating rapid expansion because the higher wages they will be paying in three years' time will put their low-wage workers in the 'contract out' class.

Evidently, we must consider not only the firm's prospects but the trade prospects. Since the world is hungry for capital, there is likely to be a lowering in price of private pension schemes in the open market; and these schemes are less sensitive to inflation and political exigencies than the intended and quite modest State scheme which is virtually a tax. Pension planning is a most important capital investment and long-term thinking will guide us more than a vague trust in Government promises.

Administrative costs may be less in some cases if the employer falls in with the State scheme for graduated pensions; but the cash saving we can calculate today may be misleading as the intangibles are numerous. A disadvantage of the State scheme is that it can weaken an employee's sense of identity with the firm: it is an impersonal plan making no allowance for 'local' conditions. On the other hand, it may not be worth contracting out if that would mean a serious disturbance of current welfare arrangements. The effect on morale must be weighed, as an occupational scheme is a permanent reminder to employees that their firm will continue to 'reward' them in retirement.

Leading the field

However, we cannot ignore the problem of segregation when employees are divided into the above and below £11 a week groups—the State pensioners, the Company men. Employers may yet be spared this difficulty because, if only the low-wage people 'contract in', the Government may not be able to afford the proposed scheme.

The experience of Mr. S. R. Plant, administrative manager of Ind Coope Ltd., the first firm to contract out of the Government Scheme, is immediately relevant. Although the BIM Conference attracted more company secretaries than personnel managers, Mr. Plant showed in his case study what effects this commercial decision might have on industrial relations.

His firm had remembered the low-wage earner who would be overjoyed at his smaller National Insurance contribution but afterwards disgruntled by exclusion from a graduated pension scheme. And they thought of the possibility of the unions, silent so far, who might seek wage increases to cover contributions to the Government scheme.

Every personnel manager will have his own views on this vexed issue. But he might do well to reflect on the following:

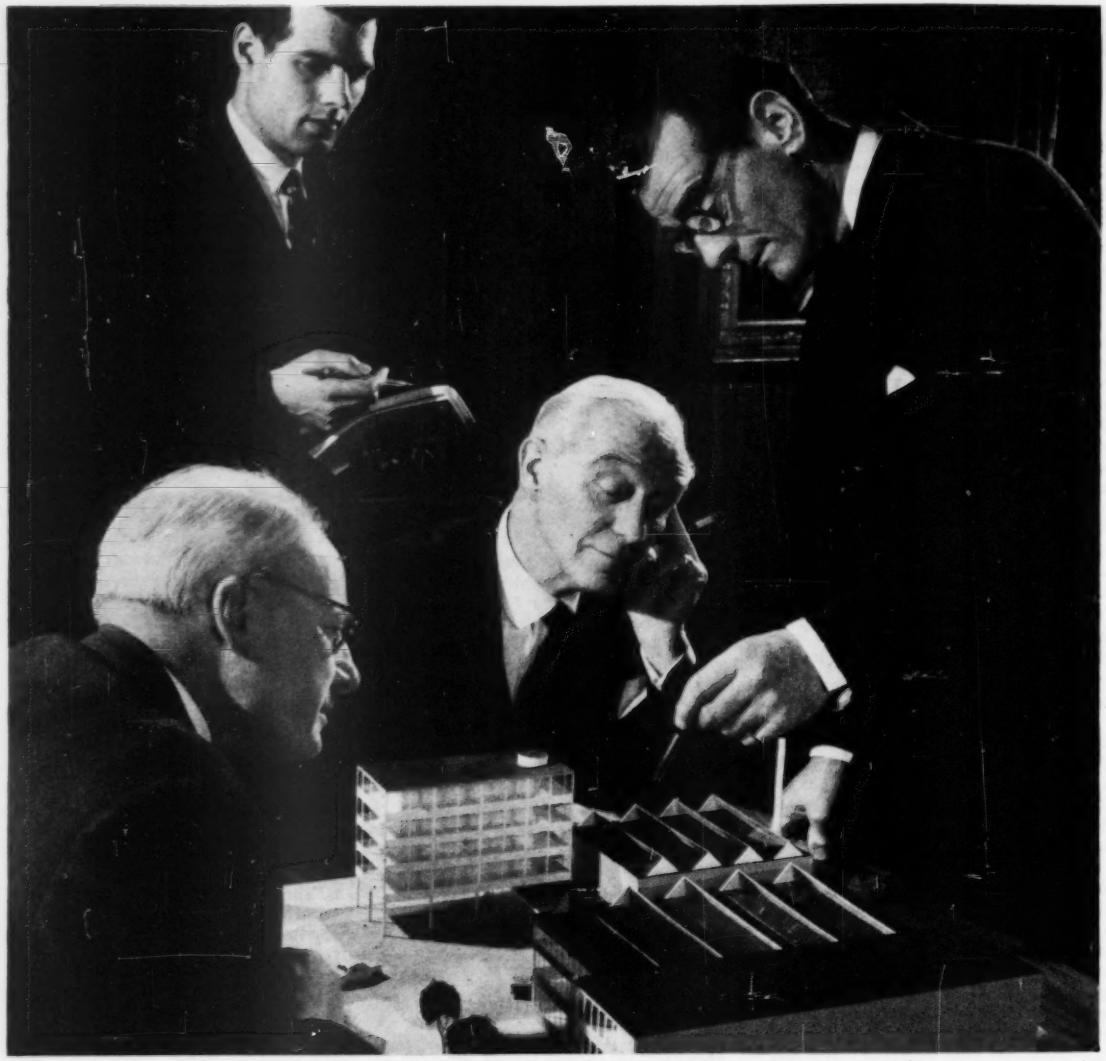
(1) A good pension scheme is an established fringe benefit meaning a great deal to employees anticipating a shorter working week and maybe a shorter working life (through automation)

(2) Benefits under a Government scheme are sure to be increased through political pressure but such changes are always subject to delay—and possibly, affected irregularly by inflation

(3) Employers by contracting out have a rare chance of increasing or reviving the goodwill of employees by means of an attractive pension scheme

(4) Occupational schemes will be examined by the Inland Revenue so that the best course might be in revising an existing scheme.

Far more life office schemes exist today than in 1950, so that undecided firms would be wise to go shopping in the pension market; and as there could be a long queue wishing to 'contract out', haste is necessary, otherwise the months will pass and you will be 'in'—until your turn comes anyway—and then your work will be doubled.



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WRITE TO THE PRUDENTIAL

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Safety Business is BIG BUSINESS

By Stephen Gregory

"AND from this day ancient orders began to be observed". So wrote a cleric some 300 years ago, as he recorded the Restoration of the monarchy on May 29, 1660. I would like to think that on that very day this year, I could apply the same words to the restoration to their factories of 800 safety officers who spent two days prior to this historic date at the National Industrial Safety Conference in Scarborough.

A first glance at the programme had already suggested that an appropriate theme for the conference would be something like 'Cures for New Ills' —papers on 'Noise in relation to Industrial Safety', 'With Care—a chemical approach', Industrial Safety and the use of Ionising Radiations'; even 'The Relationship between the Safety Officer and the Engineer'. But this, to my mind, would be misleading

By far the most telling part—and that which conjured up visions of returning to 'ancient orders'—was composed of just two out of the six papers, plus the remarks of the Minister of Labour in his opening address. Mr. Heath sparked it all off as he took one of his customary looks into the future. Commenting on the alarming fact that "two-thirds of all accidents are still caused by the Big Five (people handling, people falling, people being struck by falling objects, people striking against objects, and people using hand tools)", he foresaw that there would be an improvement—subject to four 'Ifs'.

Success would be assured: if it was recognized that a safe establishment was by that token an efficient one; if management organized for safety by inspection, investigation, publicity, training and the use of appropriate and adequate equipment; if workers understood that they have their own personal responsibility for safety; and if—most vital—safety were treated like other factors in industry, i.e. as important as costing, production planning, etc.

Pressure was firmly applied on this concluding proviso during the first address: 'The Specialist as Part of the Team', by R. H. Coates, division controller, Southern Division, Central Electricity Generating Board. It is usual for top management to justify its actions on strictly economic appraisals. Therefore, if all people are to share in the work-load, each specialist should have the same picture of goals, and therefore, be motivated by the same forces. "So", said Mr. Coates, "the time has now come for safety officers to go out of their ethical preserve, and use the same language as other management specialists".

Although the measurement of most things in terms of cash is nearly always imperfect (it is, however, the most convenient), it is no more so for safety officers. To attract greater attention to their programmes, safety officers have to see that accident prevention is put into the income/expenditure account.

What financial attraction can accident-prevention have for the profit men? "If the total expenditure for the country on industrial accidents were only £200 million a year, that would be a great deal of money. However, it would appear that this figure should be at least £500 million a year —and it could possibly be £1,000 million". To Mr. Coates, this is big enough to appeal to any man: it is a figure of big business.

The safety officer, as well as his activities, appears to be a thing apart from the rest of industrial management: he does not even fit in on the normal ladders of promotion. To get away from this unwanted state of affairs, Mr. Coates advocates special courses in safety so that safety officers will be no different from other people in industry, except that they will have added one specialization to a general training. Where are safety specialists going? Right to the heart of industry.

We then had to wait a whole day during the conference before we returned to this subject of safety as big business. But it was worth the wait for the two-man act from Appelby-Frodingham, a branch of the United Steel Companies Ltd. Following a slick, well-illustrated, fast-moving script the works manager (Services), Mr. T. P. Lloyd, and the safety officer, Mr. A. Clifford, demonstrated how their Company had reaped the benefits of approaching safety in a thoroughly business-like manner.

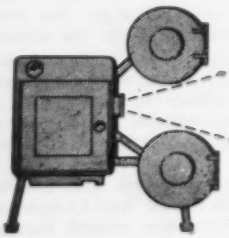
Organizational matters apart, what was really stimulating was the fact that this company, having realized that success depends largely upon publicity, spared no effort (nor presumably any money) to get its message across. If they were to sell safety, they had to get the right people to do it: and those people were working in a leading London advertising agency. In the early part of 1954, a full-time representative from the agency was seconded to Appelby-Frodingham to appraise the needs of the safety officer. From his researches and from weekly publicity meetings, a campaign was launched. Forty-four drab notice boards on permanent sites were replaced by 100 mobile boards which were either concentrated on particular sites or periodically moved to prevent the contempt of familiarity. Two characters were created to represent the old hand and the young enthusiast: these have since been replaced by 'Alf' who is keen to get on the safety sub-committee, and by 'Joe' who never gets anything right (he even appeared upside down on the screen).

Other safety schemes were also described in this talk, but none could have been so pertinent to the theme of keeping safety up with the business as this two-year programme for advertising. The same advertising man is now doing similar work with another branch of The United Steel Companies. It pays to have him around because the accident rate at Appelby-Frodingham last year was 0.98.

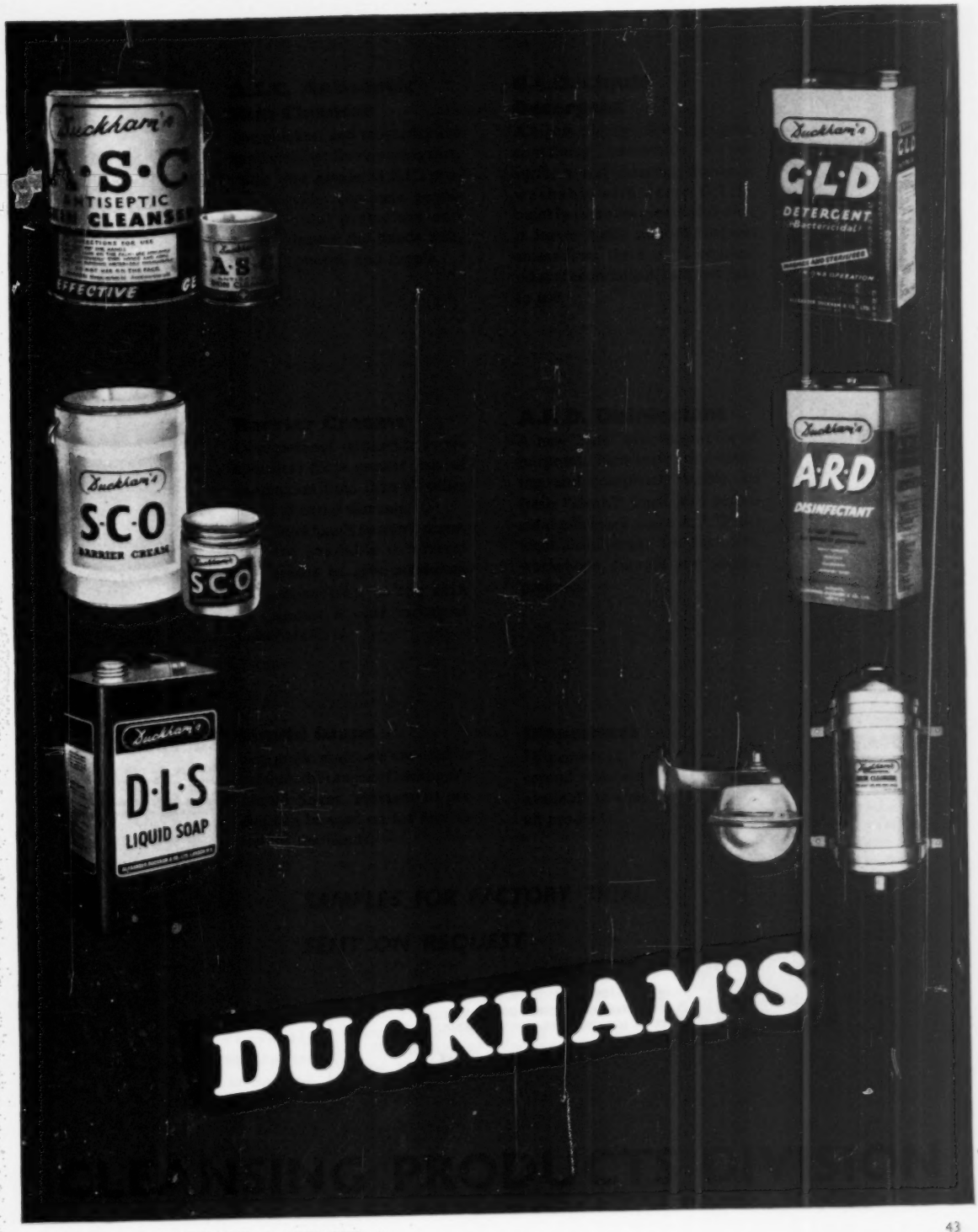
Duckham's bring better hygiene to Industry

Best grade products backed by continuous research and experience provide an efficient cleansing and protection service for the industrial user. Remember too, that Duckham's can further assist by providing films and lectures for staff training, displays, posters and literature for workers' education, and the services of research staff for on the spot advice when required.

Let us know in what way we can assist you.



May we arrange a showing to your personnel of our latest colour film on cleansing entitled, "Look to Your Hands". *Further particulars from:*— Alexander Duckham & Co. Ltd. (Film and Lecture Service) London, W.6. Fulham 3300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Duckham's
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BARRIER CREAM
SCO
Duckham's
A·R·D
DISINFECTANT
Duckham's
D·L·S
LIQUID SOAP
DUCKHAM'S

Duckham's bring better hygiene to Industry

Best grade products backed by continuous research and experience provide an efficient cleansing and protection service for the industrial user. Remember too, that Duckham's can further assist by providing films and lectures for staff training, displays, posters and literature for workers' education, and the services of research staff for on the spot advice when required.

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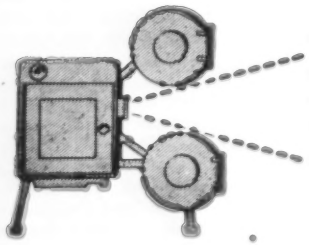

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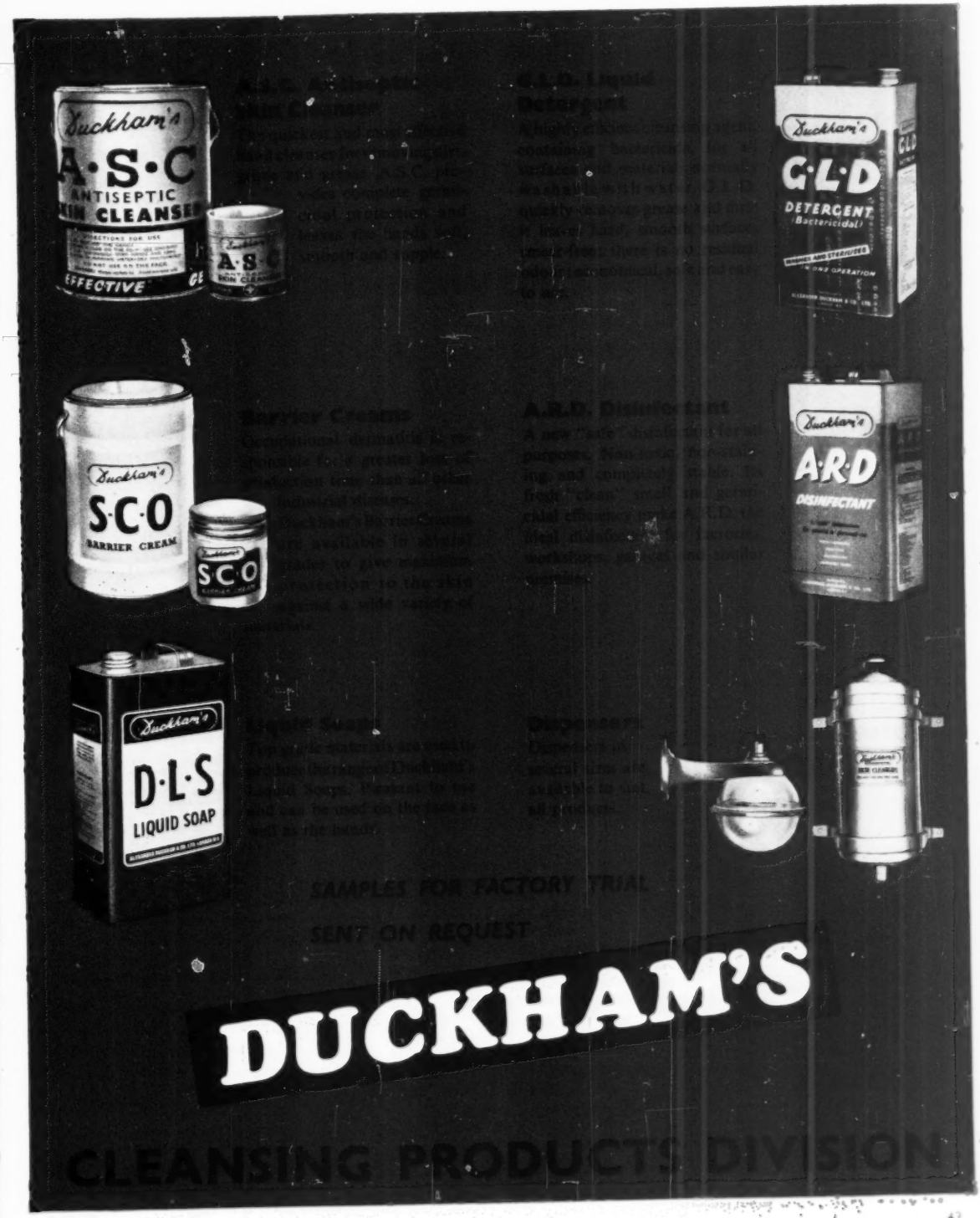
Duckham's
A·S·C
ANTISEPTIC
SKIN CLEANSER
EFFECTIVE
Duckham's
G·L·D
DETERGENT
(Bactericidal)
Duckham's
S·C·O
BARRIER CREAM
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Duckham's
D·L·S
LIQUID SOAP
DUCKHAM'S
CLEANSING PRODUCTS DIVISION

Important wherever women's toilet facilities are provided

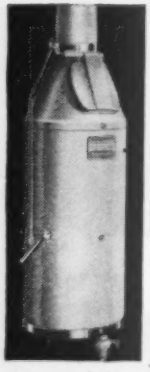
The simple and sensible method of supplying and disposing of sanitary towels . . . Southalls, Britain's largest and most experienced house in this market, introduce their guaranteed equipment.

Southalls Automatic Vending Machine

The case is finished in stoved white enamel and chromium with a trouble free dispenser mechanism. It takes pennies. Southalls attend to maintenance and the supply of towels — a countrywide service which is without equal. This machine is a time saver when dispensing the indispensable.

Vender

32½" high, 5½" wide, 4½" deep. Price £10.10.0d (net carriage paid). Machines for soluble and other types of towels available



Southalls Gas Sanitary Incinerator

Foolproof in operation, this incinerator is cased in white vitreous enamel steel with chromium-plated fittings. Gas consumption is slight and disposal is thorough.

Incinerator

weighs 28 lbs., 24½" high, 8½" diameter. Price £26 (net carriage paid). Electric incinerators also available.

Southalls (BIRMINGHAM) LTD.

CHARFORD MILLS, BIRMINGHAM 8

ANOTHER S&N PRODUCT

"REVVI"
WALL WASHING MACHINE
Saves Time and Money

★ Makes cleaning a joy

★ Improves working conditions

★ Stimulates 'good housekeeping'

★ Raises employee morale

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket and sponge' work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.

PRICE COMPLETE £55

For further details write or phone:

REVVI Ltd., 70 BLACKSTOCK RD., LONDON, N.4 *Tel.: CANonbury 5246-7*

EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● EFFICIENCY ● WELFARE ● OFFICE AIDS ● SAFETY

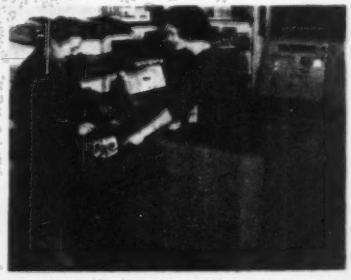
● CLEANING ● HEALTH ● VENDING

For more information—free of charge—on items featured in this 'Equipment Market' section, **use our Reader Service Form (facing p. 54),** *quoting the reference number of the equipment that interests you. Urgent enquiries can be made by telephoning WATerloo 3388, Ext. 216.*

Efficiency

QUICK-CHANGE UNIT

DESPITE extensive improvements to speed up service in industrial restaurants, bottlenecks often continue to form at the cash desk. This problem can now be met with an entirely new, automatic change computing and dispensing machine. The cashier tabulates the individual purchases in the normal way, a total is rung up; and then she keys up the amount tendered by the client. From then on the machine automatically computes the amount of change due, shows it on the register, and dispenses it to the customer via a check-out 'cup'.



For change of a pound, where the total transaction amounts to less than 10s., the cashier will have to tender the odd 10s. note by hand to the client. The *Compu-matic* has been designed to hold the maximum number of coins in as compact a unit as possible: its over-all size is approximately 13½ in., by 15 in., by 7 in. Each channel in the dispenser is calibrated to allow for rapid, visual checks to be made of the coins remaining in each one. If any individual channel runs low, a small buzzer is activated: thus, all transactions are terminated until the entire dispenser is in a satisfactory, operating condition.

Complete with cash register and automatic dispenser, the unit costs approximately £500. The register alone, with automatic change computing but without the dispenser, will be available for something between £350 and £400.

Enquiry Ref. No. E6/1

BRIGHTER CLOCK-WATCHING

AS an elegant focal point for the office or reception lounge, this new *Calendar Clock* will take a lot of beating. The attractive case is constructed with solid mahogany sides and mahogany-veneered plywood face, polished to a matt finish, which set off the brass hands on the 9 in. diameter dial. The calendar is adjusted by means of the knobs projecting from the side of the case which stands only

(Continued on page 47)

ALL OFFICES and FACTORIES need

A SKILLED CATERING SERVICE

or

AUTOMATIC VENDING MACHINES

or

BOTH

PM

BAC

PETER MERCHANT LIMITED
The largest industrial catering organisation in the country.
5 Tilney Street, London, W.1
Telephone: WELbeck 8311

BRITISH AUTOMATIC CO. LTD.
The largest automatic vending organisation in the country.
14 Appold Street, London, E.C.2
Telephone: BIShopsgate 8176

For further details, complete enquiry coupon facing page 54

'BETINA'

BEAUTY IN INDUSTRY

'SARAH'

The Eve range of Gay attractive overalls bring a touch of colour and glamour to the factory and office. Smart, easily washable and very strong. Prices range from 3 to 4 guineas. Further details of the complete range available on request.

Eve

NYLON OVERALLS

'The overall you can't buy anywhere' only from the makers

PANTYFE LIMITED
24 RUPERT STREET PICCADILLY
LONDON W.1

REGent 0317

2¾ in. out from the wall, to which it is fitted by two concealed hanger plates.

The clock is supplied fitted with a self-starting synchronous movement for connection to A.C. mains supply, or with an impulse movement to operate from an E.C.S. Master Clock. Tax paid, it costs £21 13s. 5d.

Enquiry Ref. No. E6/2

CARBON—HANDS OFF

LETTERS without carbon handling, without collating, without getting the carbon in the wrong way round, without creased carbons—with a brand new carbon for every letter. These are just some of the advantages to be gained from *Clenlicopy*, which consists of a one-time carbon sheet fixed with special adhesive to an ordinary bank paper copy sheet.

The pre-collated sheets are dispensed from a snap-lid box. The typist takes a heading or original sheet from her store in the usual way and places it on the top sheet of the dispenser. Without touching the carbon, she flips up the ends of however many copies she wishes to make, picks them up and straightens them by laying them on one side.

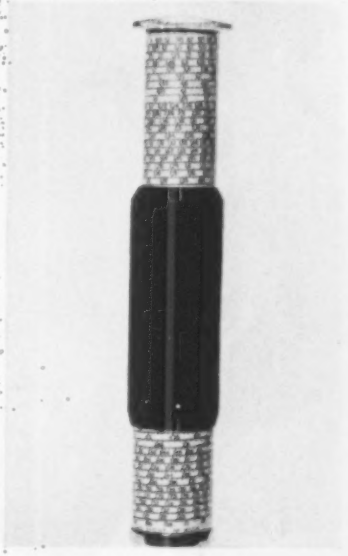
When the letter is finished, she will take the work from the machine by holding the top sheet and copies in one hand, and the clean bases of the carbon in the other: the latter is then thrown away.

Enquiry Ref. No. E6/3

EASY TO FIGURE

WHAT is the interest on £675 10s. for 292 days at 3¼ per cent? The answer is not, of course, 62s. 6d., but that is all you have to pay to find the correct answer: to this and many other problems—including, perhaps, your labour turnover figures and costs?

For that price, you can buy the new *Otis King Calculator* which is claimed to afford a simple means of solving rapidly and accurately almost every kind of calculation handled by professional and businessmen. As can be seen from the illustration, this is no gigantic computer: just three tubes



which extend from 6-in. long when closed to only 10¼ in. when in use.

There are actually two models: the first, *Model K*, is for all calculations involving multiplication, division and proportion—including costs, percentages and foreign exchange problems. The second, *Model L*, will do all this, plus logarithms of all numbers, by means of which roots and powers may be calculated.

Enquiry Ref. No. E6/4

Safety

HOLDS YOU DOWN

ROAD deaths and injuries, whilst largely a matter for personal grief, obviously have their industrial repercussions. This would seem especially true for those companies which run fleets of vans, lorries or cars. The Swedish State Power Board has felt the effect of these tragedies: so much so that it instructed its own research unit to investigate possible ways in which lives and injuries could be saved after road accidents in cars. The result was a unique design of car safety belt which, apart from its diagonal application, is now manufactured from Terylene webbing.

This *Britax* belt is a part of the car:

(Continued on page 49)

ZALPON

washing cream
for personal hygiene

That's all it costs to ensure personal hygiene with Zalpon Washing Cream. Today hospitals, factories and offices rely on Zalpon as a safeguard to health. And Zalpon is so economical, because while it ensures a constant supply of soap, it cannot be pilferred from its locking dispenser.

Zalpon Washing Cream washes cleaner than ordinary soap, yet it is kind to the hands.

AN IZAL PRODUCT NEWTON CHAMBERS & COMPANY LIMITED, THORNCLIFFE, SHEFFIELD

EQUIPMENT MARKET

For further details, complete enquiry coupon facing page 54

anchored to the floor, up through a bracket on the seat, diagonally across the occupant, and anchored again to the door pillar. The diagonal wear reduces the risk of 'jack-knifing'—a common hazard associated with other harnesses which can result in broken backs. The advantages of having the webbing in Terylene have been explained as follows: it has a good resistance to chemical attack; a high wet and dry strength; good resistance to heat, sunlight and rotting.

There is a particular belt for most makes of car (including foreign models), and the price for all is 4 guineas. The makers (or this journal), will inform you of the correct type for your own car or for the Company's transport fleets.

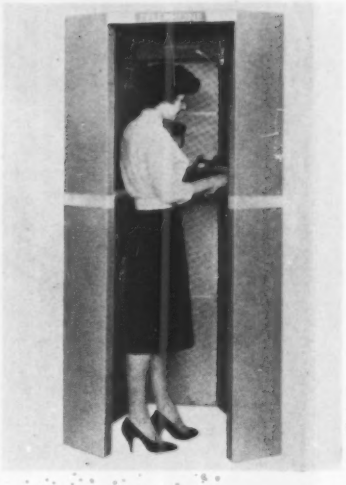
Enquiry Ref. No. S6/1

Welfare

NOISE BARRIER

THE latest addition to the ranges of equipment for sound suppression is the *Acousti-Booth* telephone kiosk. Once inside, the user is insulated against the noise of office chatter and typewriter tapping: in the factory, a supervisor would be able to carry on an intelligible conversation with the General Works Office without undue strain. It is also important to note that the user cannot be heard from outside.

The walls and ceilings of the kiosk are lined with *Acousti-Pad* quietening sheet, which allows the sound waves to filter through a series of perforations, where they are absorbed by an insulating material. The floor-standing model which we illustrate is 74-in. high, 35-in. wide, and 28-in. deep. Other models are obtainable for desk- or wall-mounting, and all types are finished in hammer grey.



Enquiry Ref. No. W6/1

(Continued on page 51)

BY 1961

Your decision whether to contract in or out of the State Pension Scheme must be made by 1961.

If you do not fully understand how this affects YOU in YOUR industry, now is the time to consider the matter fully.

We shall be glad to send you, free of charge, our booklet 'The National Insurance Act 1959 and your Pension Fund' which gives all necessary information.

NORMAN FRIZZELL (LIFE AND PENSIONS) LTD.

3 NEW LONDON STREET, LONDON, E.C.3. ROYAL 8421

A yawn like this... adds to your overheads!

When a yawn like this engulfs a subordinate's face, you know you are paying good money for sleep-working. But don't blame your staff. Blame the seating. Bad seating sets up muscular strains, nerve tensions and harmful pressures on the respiratory and circulatory systems. The result: that familiar, not-quite-up-to-par feeling that slows down the works. Sensible seating is good business. TAN-SAD seating is sensible because it's scientific. Treat yourself and your staff to TAN-SAD seating and reap measurable rewards in greater output, livelier brains.

FREE — A booklet that tells you all about TAN-SAD scientific seating. Just attach this coupon to your signed letterhead and mail it to

TAN-SAD CHAIR CO. (1931) LTD.
Lincoln House, 296/302 High Holborn,
London, W.C.1.

MODEL V.14

TAN-SAD

For further details, complete enquiry coupon facing page 54

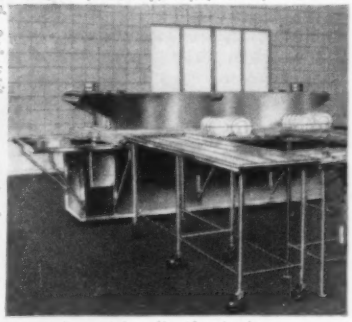
Canteen

RELIEVES STRAIN

ONLY TWO OPERATORS are required to attend the new *BAR* and *CAR* automatic rotary dishwashing machines. One person loads the dirty tableware into the racks, and the other removes the cleaned tableware as the racks emerge from the machine. The difference between the models is one of capacity; the *BAR* dealing with up to 6,000 pieces of crockery and cutlery in an hour; the *CAR* dealing with 10,000 pieces in the same time.

Among the advantages claimed for the rotary design, the most significant is that all heavy lifting is eliminated. Other features include the ability of the operator to carry out instant visual inspection of the clean crockery before it is removed from the racks; and the fact that the tableware is hot for self-drying as it emerges from the washer.

There is a three-part treatment inside the machine: a pre-flush at 90 deg. F., a detergent-wash at 145 deg. F., and a final, scalding fresh-water rinse at 190 deg. F. This last phase is the one which enables the crockery to dry itself, thus eliminating the need for time, money and effort usually spent on drying-up operations. Both models are constructed throughout in stainless steel.



Enquiry Ref. No. C61

The value readers place on this Equipment Market is clear from the flood of enquiries reaching the PERSONNEL MANAGEMENT AND METHODS Reader Service Department soon after an issue appears. Only new products qualify for inclusion in this section of the journal; and this selected display is appreciated. We invite firms to submit details of suitable products for this guide to safer and better working in industry.

Office Aids

PAY AS YOU COPY

UNLIKE many photo-copiers, the new *Rank-Xerox 914* instrument produces good quality reproduction on ordinary, plain paper. Xerography is a completely dry process so that, at the rate of about six a minute, the prints emerge ready for immediate use. Another significant feature is that the original can be anything from a letter to a bound book.

(Continued on page 52)

Dr. Livingstone I'm SURE!

YOU can be sure of a man's name if he wears a LONLABEL badge—there is no need to presume anything at all! At conventions, meetings and so on, every person present is *instantly* identifiable by every other person there. Formal introductions become unnecessary and unfashionable.

LONLABEL RE-USABLE BADGES neatly frame a typed card to show legible information. Six colour changes available.

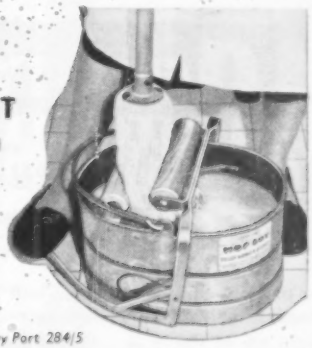
Send NOW for free leaflet

THE LONDON LABEL CO. (1921) LTD.
253a Beckton Road
LONDON, E.16
Telephone: ALBert Dock 1700

MOP BOY

ROLLER WRINGER BUCKET

Powerful wringing action by means of foot pedal
Much quicker than usual methods
Mops last much longer; no twisting, no tearing
Hands do not touch cleaning fluid
No stooping, squeezing, less fatigue
Long rollers take any size mop



POWELL & CO. Dept. P.M.M
BURRY PORT, CARMS., SOUTH WALES Burry Port 284/5

"G" BLOCKS FOR GENTS' CHANNELS

IMPART FRESHNESS TO URINALS
INSOLUBLE IN WATER
ABSORB OBNOXIOUS ODOURS

12 doz. 11/- 6 doz. 6/- 3 doz. 3/-

AIR PURIFIER TABLETS and PATENT PLASTIC HOLDERS
FOR ALL TOILETS

Perfect deodorizers
Purify atmosphere
12 doz. 11/-
6 doz. 6/- 3 doz. 3/-

PATENT PLASTIC HOLDER. A permanent fixture to the door or wall. Tablet cannot be removed. Price - 4/6 - each Pat. 683230. Reg. 862897

AROMATIC DISINFECTANT BLOCK CO., LTD.
9 AUGUSTUS ROAD, LONDON, S.W.19.

Carriage paid on all orders over £5

Tipped to please

ALL YOUR WORKERS..... MEN OR WOMEN

Our range of safety footwear is designed to suit and satisfy all workers. Send for our illustrated catalogue or allow one of our technical sales staff to call.

SAFETY FOOTWEAR

TOSAVA'S

BRIGGS INDUSTRIAL FOOTWEAR LIMITED
17-23 DOVER STREET, LEICESTER Tel. Granby 471/2

A NEW FIBRE REINFORCED CAP

to BSS 2095 Industrial Helmets (Light Duty)

The

CROMWELL

M8/II

Special features include:

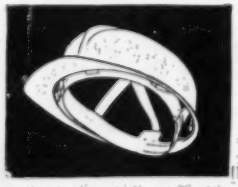
★ Immensely strong but light fibre shell reinforced for maximum impact resistance.

★ Fluted air vents designed for working in hot climates or conditions of extreme heat.

★ Fixed P.V.C. coated nylon webbing. Polythene headband, adjustable to half sizes from $6\frac{3}{8}$ to $7\frac{7}{8}$.

★ Finish Black or White. Special colours to order for quantities of 100 or more. Cap Lamp fitting if required.

★ Can also be supplied with B.S.I. Kite Mark under Licence No. 2959.



All Enquiries to:

HELMETS Ltd
WHEATHAMPSTEAD · HERTS
Telephone:
Wheathampstead 2221

For further details, complete enquiry coupon facing page 54

Operation is simplicity itself: the operator places the document in position on the copier, dials the number of copies required (for any number over 15, she sets the dial for continuous copies), pushes the 'PRINT' button. Once the required number of reproductions has been copied, the machine will automatically switch itself off unless, of course, it was set to 'Continuous', in which case, the operator will be required to press the 'OFF' button.

The *Xerox 914* is not intended for casual use: the all-in cost (including ½d. a copy for consumables) of 100 copies a day is said to be just under 4½d. each. For 250 copies a day, this should drop to less than 4d. each. The machine can be obtained without capital outlay: a 'pay-as-you-copy' scheme has been devised which requires the user to pay a basic rental of £30 a month, and 3d. each for every copy over 2,000.

Enquiry Ref. No. 06/1

NO NEED TO STOOP

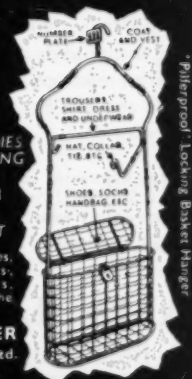
CONFIDENCES can be kept in complete security with the new *Centralock* filing cabinet, developed to accommodate *Railex* lateral filing systems. With just one hand, office staff can open or close and lock the cabinet, since the single handle will operate both the upper and lower roller blinds. This brings the lock into a central position, ready for securing without the need to stoop.

Its capacity is five rails of *Railex 221* or Hook-on systems for foolscap or quarto sizes. Height 6 ft., width 2 ft. 11 in. and depth only 1 ft. 7 in. The price, with lock, tax and delivery charge, is £27 15s.—the contents and all accessories can be obtained at list prices that are not included in the cost of the cabinet.

Enquiry Ref. No. 06/2

SIEBER FOR...
A '7 STAR' LOGICAL CLOAKROOM

* SAVES SPACE
* SAVES COST
* PRESERVES GARMENTS
* ENSURES HYGIENE
* AIRS AND DRIES WET CLOTHING
* REDUCES ABSENTEEISM
* MEETS NEW FACTORY ACT



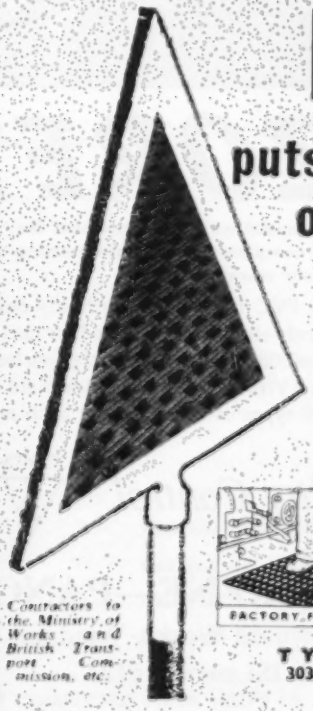
*Pilferproof Locking Basket Hanger

Installed in Factories, Stores, Offices, Swimming Baths, etc., throughout the country.

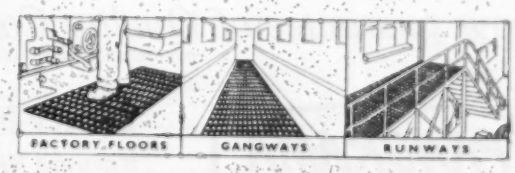
JAMES SIEBER
Equipment Co. Ltd.
Africa House,
Kingsway, London, W.C.2. Tel: Holborn 4531/5121

TYPROD
LINK MATTING
puts industry SAFELY on a firm footing!

'Typrod' non-slip matting is the ideal covering for factory floors—eliminating accidents and standing fatigue. It is soft to the tread, hard-wearing and hygienic. Both rigid and roll types are available in standard sizes or made to specification. Where machine lubricants are in use, oil-resisting material is supplied. Typrod mats are guaranteed.



*Contractors to the Ministry of Works and British Transport Commission, etc.



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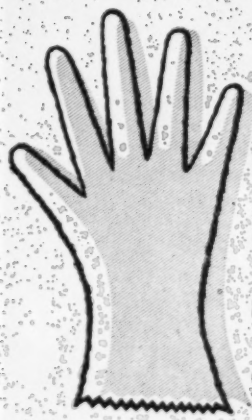

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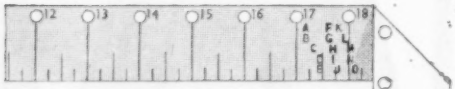

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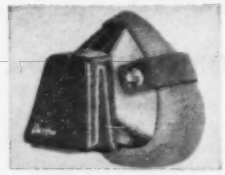

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This respirator with its low breathing resistance and high filtering efficiency is approved by H.M. Factory Inspectorate. The weight is only 4 ounces and it is truly known as the Respirator with Operator Appeal. As light as the air it cleans.

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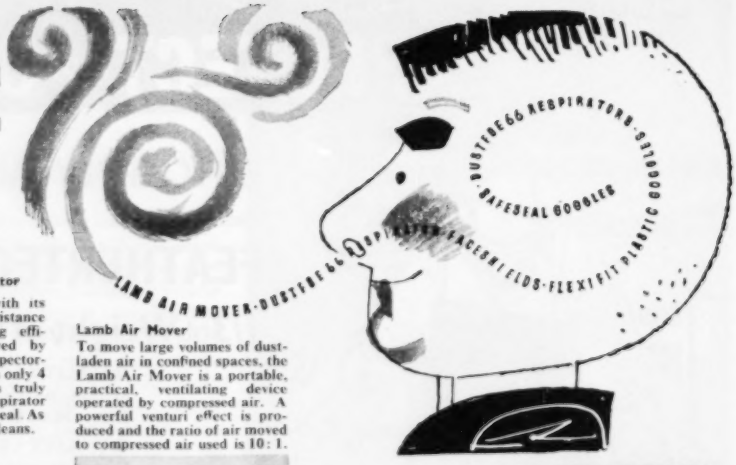

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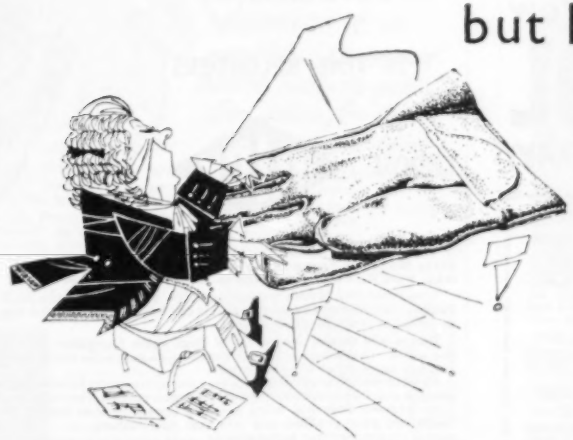
but **handlers** do!



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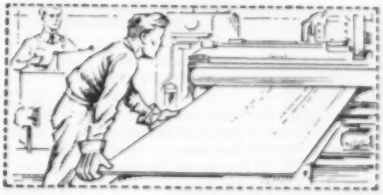

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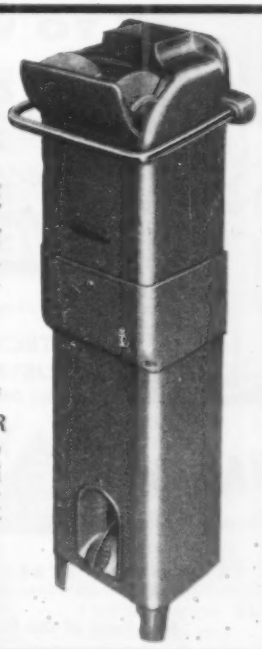

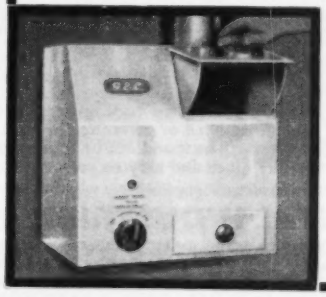

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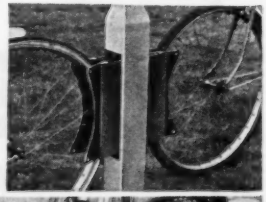
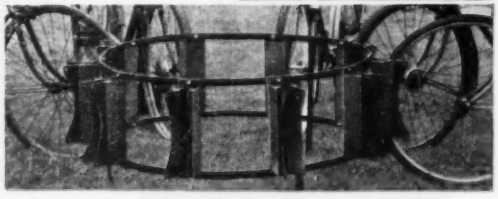
▼ ABIX Cycle Holders fitted on a frame of circular form some 3 ft. in dia. 10 cycles may be accommodated in this way with ample clearance between.





The ABIX Cycle Holder illustrated here has been designed for use in positions where our well known and popular types of cycle stand might not be convenient.

Robust and durable in construction made entirely of steel with a choice of stove enamelled or galvanised finishes.

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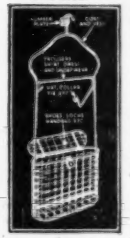

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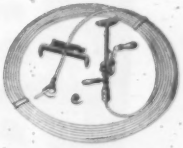

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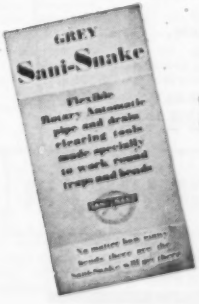

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CATERING CONSULTANTS
Luncheon Vouchers Ltd.
Merchant, Peter, Ltd.
Midland Counties Industrial Catering Co. Ltd.
Scottish Industrial Catering Co.
Trett, A. J., & Son Ltd.

CHAIRS
Bentwood Chair Co. Ltd.
Cox & Co. (Watford) Ltd.
Tan-Sad Chair Co. (1931) Ltd.

CLEANING SERVICES
Clean Walls Ltd.
Edwards, N. A. W., & Co. Ltd.
General Cleaning Contractors Ltd.
Grey, Charles C., Ltd.
Leeming Bros. Ltd.
Strand Cleaning Services

CLOAKROOM FACILITIES
Advance Linen Services
Aromatic Disinfectant Block Co. Ltd.
British Perforated Paper Co. Ltd.
Bylock Electric Ltd.
Linen Replacement Services Ltd.
Sieber, James, Equipment Co. Ltd.
Southalls (Birmingham) Ltd.

COURSES OF TRAINING
College of Production Technology
International Correspondence Schools Ltd.
Metropolitan College
Palantype Organization
Woolwich Polytechnic

CYCLE PARKS
Abix (Metal Industries) Ltd.
Odoni, Alfred A., & Co. Ltd.

DETERGENTS
Domestos Ltd.
Stephenson Clarke (Teepol) Ltd.

DISPENSERS
Brightwell Dispensers Ltd.

FIRE ALARMS & EQUIPMENT
Pyrene Co. Ltd.
Service Electric Co. Ltd.
Sound Diffusion (London) Ltd.

FIRST-AID EQUIPMENT
Cameron, Wallace, & Co. Ltd.
Cuxson, Gerrard & Co. Ltd.
Vernon & Co. Ltd.

FLOOR MACHINES
Columbus Dixon Ltd.
New Welbeck Ltd.
Powell & Co. Ltd.
Progress (Universal) Ltd.
Resco Machines Ltd.
Truvox Ltd.

FLOOR POLISHES
Furmoto Chemical Co Ltd.
Johnson, S. C., & Sons Ltd.
Ronuk Ltd.

HAND DRYERS
Broughton, J., & Son (Engineers) Ltd.
Spiral Tube & Components Co. Ltd.

HAND CLEANSERS & PROTECTION
Borax Consolidated Ltd.
Deb Chemical Proprietaries Ltd.
Duckham, Alexander & Co.
Gre-Solvent Co. Ltd
Ibex Petroleum Products Ltd.
Newton, Chambers & Co. Ltd.
Rozalex Ltd.
Sandeman Bros. Ltd.
Wimsol Ltd.

HEALTH PRODUCTS
Calmic Ltd.
Domestos Ltd.
Wrights Coal-Tar Soap

INDUSTRIAL FILMS
British Transport Films
Rank Precision Industries Ltd.
Shell International Petroleum Co. Ltd.

LOCKERS
Abix (Metal Industries) Ltd.
Harvey, G. A., & Co. (London) Ltd.

NOTICE BOARDS
Hill Bros. (Service) Ltd.
Kennett Price Markers Ltd.

OFFICE EQUIPMENT
Valor & Co. Ltd.

OVERALLS
Angus Jowett & Co. Ltd.
Garrould, E. & R., Ltd.
Harboro' Rubber Co. Ltd.
Monogram Overalls
Pantyfe Ltd.
Remploy Ltd.
Supercraft (Garments) Ltd.
Sketchley Overall Service Ltd.
Whaley Bridge Manufacturing Co. Ltd.
Wheeler, H., & Co. Ltd.
Wood Harris & Co. Ltd.

PAPER TOWELS
Bowater-Scott Corporation Ltd.
Harcraft Ltd.
Kimberly-Clark Ltd.

PARTITIONING
Abix (Metal Industries) Ltd.

PENSION SCHEMES
Legal & General Assurance Society Ltd.
Norman Frizzell (Life & Pensions) Ltd.
Prudential Assurance Co. Ltd.

PEST CONTROL
Disinfestation Service, The
Edwards, N. A. W. & Co. Ltd.

PROTECTIVE CLOTHING
Arthur Miller Ltd.
Barras Rubber Co. Ltd.
Angus, George, & Co. Ltd.
Duratect Ltd.
Greater London Rubber Co. Ltd.
Jeltek Ltd.
R.F.D. Clothing Co. Ltd.
Siebe Gorman & Co. Ltd.
Wallach Bros. Ltd.

SAFETY BOOTS
Betts & Broughton Ltd.
Briggs Industrial Footwear Ltd.
I.T.S. Rubber Co. Ltd.
Protective Footwear Service Ltd.
Wilkins & Denton Ltd.

SAFETY GLOVES
Bennett, H. G., Ltd.
Chichester Rubber Co. Ltd.
Martindale Electric Co. Ltd.
Northide Ltd.

SAFETY GOGGLES & SPECTACLES
Chapman & Smith Ltd.
Fleming, J. & R., Ltd.
Pyrene Panorama Ltd.
Safety Products Ltd.

SAFETY HELMETS
Helmets Ltd.
Siebe Gorman & Co. Ltd.

SAFETY MACHINE GUARDS
Braby, Frederick, & Co. Ltd.
Harvey, G. A., & Co. Ltd.

SAFETY MATS
Nuway Manufacturing Co. Ltd.
Tyre Products Ltd.

SAFETY—MISCELLANEOUS
Barrow, Hepburn & Gale Ltd.
British Celanese Ltd.
E.M.I. Electronics Ltd.
Ferranti, Denis, Meters Ltd.
Irving Air Chute of Great Britain Ltd.
Security Products Ltd.

SANITARY DISPOSAL
Cannon Hygienic Products Ltd.
General Electric Co., The
Hygiene Paper Products Ltd.
Sugg, Wm., & Co. Ltd.
Wandsworth Electrical Manufacturing Co. Ltd.

SANITARY SUPPLIES
Johnson & Johnson (Gt. Britain) Ltd.
Peter's Automatic Machines Ltd.
Robinson & Sons Ltd.
Simplamatic Machine Co. Ltd.

SERVICES
Gas Council
N.I.F.E.S.

SOUND ACOUSTICS
Cullum, H. W., & Co. Ltd.

SPORTS FACILITIES
En-Tout-Cas Co. Ltd.
Peel, H., Ltd.
Samuel, H.

TIME RECORDERS
Blick Time Recorders Ltd.

TRAVEL
Skyways Coach/Air Ltd.
Transglobe

VENDING MACHINES
Autobars Co. Ltd.
Automat Machine Sales Ltd.
Automatics Trading & Vending Co. Ltd.
British Automatic Co. Ltd.
Chadburns Ltd.
Ditchburn Vending Machines Ltd
Gloster Equipment Co. Ltd.
Machine Economy Ltd.
Peter's Automatic Machines Ltd
Sankey, Joseph, & Sons Ltd.
Still, W. M., & Sons Ltd.

WALL CLEANING MACHINES
Revvi Ltd.

WATCHMEN'S CLOCKS
Blick Time Recorders Ltd.
English Clock Systems Ltd.
Llewellins Machine Co. Ltd.
Thames Manufacturing Co. Ltd.

WELFARE FACILITIES
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Payne & Son (Butchers) Ltd.

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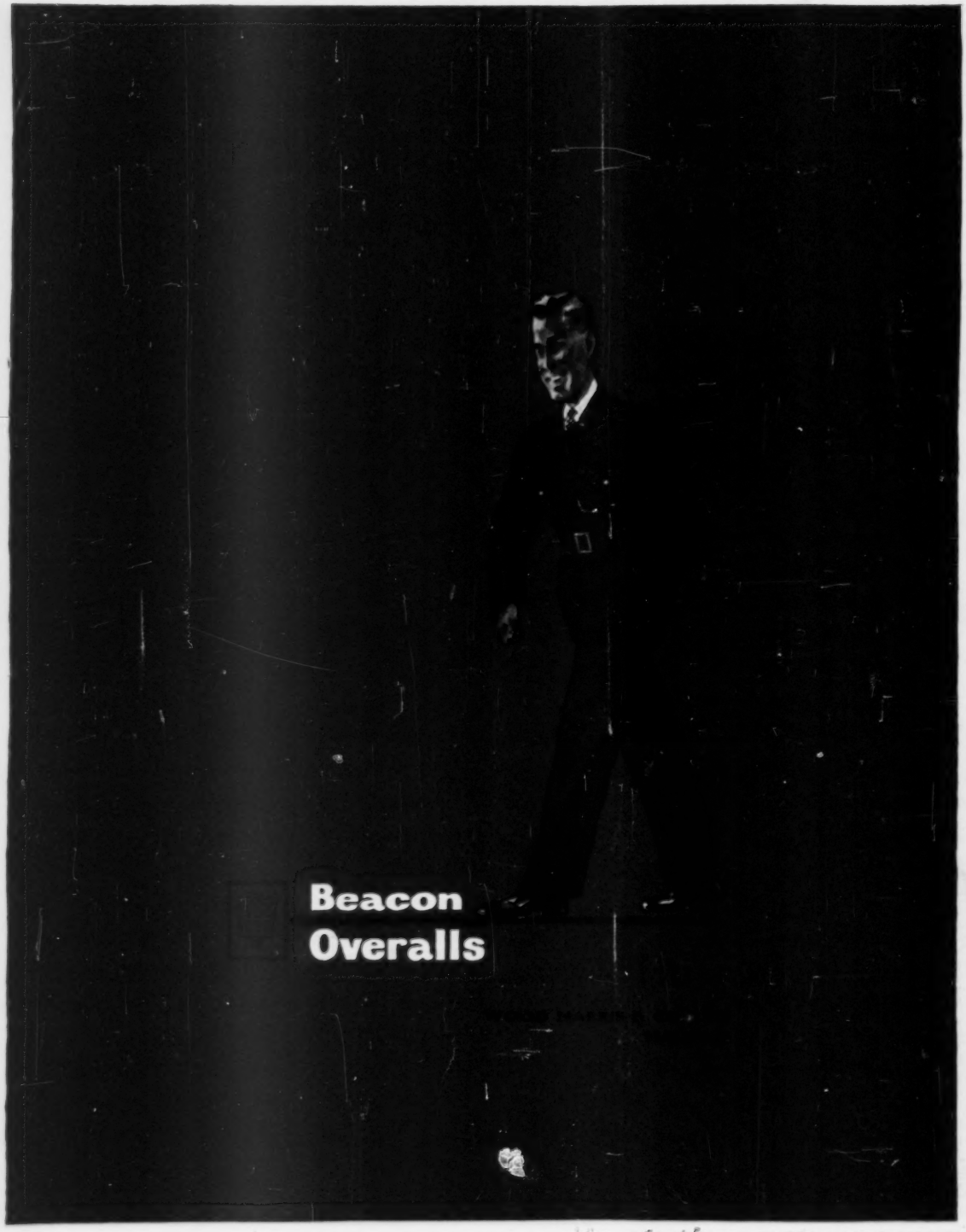
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